

Agenda # 19

C. Reeves

Ordered

C. Mgr is requested to provide

survey data on community policing &

police presence on Columbia Street



City of Cambridge

Agenda #19

IN CITY COUNCIL

April 27, 1998

COUNCILLOR REEVES

ORDERED: That the City Manager be and hereby is requested to provide survey data on community policing and police presence on Columbia Street.

In City Council April 27, 1998.

Adopted by the affirmative vote of eight members.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

A handwritten signature in cursive script that reads "D. Margaret Drury".

D. Margaret Drury
City Clerk



City of Cambridge Police Department

TELEPHONE
(617)349-3300

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Ronnie Watson
Police Commissioner

Robert W. Healy
City Manager

Cristina Beamud, Esq.
Legal Advisor

April 22, 1998

Harold F. Murphy
Superintendent

Mr. Robert W. Healy
City Manager

David J. Degou
Superintendent

subject: City Council Order #7, dated 3/23/98

Michael D. Giacoppo
Deputy Superintendent

Sir:

Yvonne M. Hall
Deputy Superintendent

A review of incidents reported in calendar year 1997 and 1998 on Columbia Street indicates no discernible trends with the exception of calls for service for parking problems in the 380 - 400 block. Members of the Bicycle Patrol Unit canvassed the area in an attempt to determine if there were any problems the Police Department was unaware of and to determine the satisfaction (or lack of) with police presence in the area. There appeared to be consistent responses from both individuals and merchants in the need to see more police officers in the area. As a result, the Commanding Officers of both the Day and Night Patrol Sections have been directed to schedule regular "park & walk" assignments along the entire length of Columbia Street.

Thomas F. O'Connor
Deputy Superintendent

Gloria A. Pimentel
Deputy Superintendent

Lieutenant Steven Williams
Community Relations

Raymond T. Santilli
*Planning, Budget
& Personnel*

Enclosed is a "history" of community oriented policing in the Cambridge Police Department prepared by Lieutenant Steven Williams of the Community Relations Section.

Officer Frank Pasquarello
Public Information Officer

for

Ronnie Watson
Police Commissioner

cc., Superintendent Harold Murphy, Operations Division
Superintendent David Degou, Support Services Division
Lieutenant Steven Williams, Community Relations Section

HISTORY OF COMMUNITY ORIENTED POLICING
IN THE
CAMBRIDGE POLICE DEPARTMENT

- **November, 1993** - The Cambridge Police Department received notification from the Executive Office of Public Safety that we had a grant to implement Community Oriented Policing in Cambridge. Since it was recognized that the scope of C.O.P. was great, the grant request stipulated that the initial implementation of the philosophy would be limited to four neighborhoods (Neighborhoods 4,5,6 and 7).
- **December, 1993** - Commissioner Anderson decided that a **Coordinator** should be named to facilitate the grant and the implementation of C.O.P. All Lieutenants were asked to submit their interest in this position.
- **December, 1993** - Initial contact was made with the **Baltimore County Police Department** to assist the Cambridge Police Department in implementing C.O.P. This department was selected as they were nationally recognized as a leader in this field and they had successfully decentralized their personnel performing these tasks.
- **January, 1994** - Lieutenant Steven Williams was designated as the Coordinator of the Community Oriented Policing Grant.
- **February, 1994** - Lieutenant Williams visited a community-wide C.O.P. training in Framingham which was conducted by personnel from Community Research Associates. Initial contact was made with them to bring this training to Cambridge.
- **February, 1994** - The Cambridge Police Department determined that staffing and deployment of personnel throughout the City needed to be assessed based on need, calls for service, crime reporting and neighborhood concerns. At this time the **patrol sectors and routes were re-configured** to conform with the thirteen designated neighborhoods of the City. It is the beginning of the system utilized today.
- **March, 1994** - Continued contact with C.R.A. for training. Three members of the **Baltimore County Police Department** came to Cambridge to impart their knowledge in the field of C.O.P./P.O.P. These officers, all members of the B.C.P.D. COPE Unit in their precinct, had as much as 12 years of experience in this field. A select group of approximately 35 personnel of various ranks from the Cambridge Police Department met with these officers for 40 hours of classroom and field interaction. During this week the personnel of the C.P.D. were able to gain some knowledge into the philosophy of C.O.P./P.O.P. from the perspective of the practitioner, not from the administrative perspective. This was the beginning of formalized **training** within the C.P.D.

- *April, 1994*
- *May, 1994* - A team from **Community Research Associates** came to Cambridge to begin the next phase of **training** for C.P.D. personnel. As part of receiving the E.O.P.S. grant the Bureau of Justice Assistance provided, at no cost to the individual police departments, a set of department-wide trainings to impart the basic tenets of C.O.P. on as many members of the police department as possible. The training held at this time was called Phase I and was primarily a 4-hour overview of the philosophy. During the 8 days C.R.A. was in the Boston area (they also simultaneously provided this service for five other police departments) over 80% of the sworn personnel received this training. Sites for this training included Draper Lab, the Fresh Pond Cinema and The Howard Johnson Motor Lodge. In addition to the training for the sworn personnel, a Community Leadership meeting was held at M.I.T. for the purpose of imparting this knowledge to as many citizens and community representatives as possible. This meeting, attended by approximately 100 individuals from various neighborhoods and functions throughout Cambridge, provided the basis for the Leadership Council.
- *June, 1994* - The Cambridge Police Department became aware of a problem with youth and other individuals drinking at all hours of the day at a park on Franklin Street near Bay Street. While many neighbors were providing the C.P.D. with conditions there seemed to be no consensus as to the solution. The C.P.D. responded by formulating a brief survey which was distributed throughout the Riverside Neighborhood. The results of the survey were compiled and disseminated at a meeting which was called to determine the solution. From the meeting some short term solutions were discussed (cutting back the trees and shrubs, improving the lighting, painting over the graffiti, having regular trash pick-up) but the truly important outcome was that the neighbors themselves agreed that they wanted to take charge of the improvement of the park. They believed that a re-design of the park was necessary and formed a group to work with Community Development to accomplish this. They also agreed that part of the problem was that the neighbors were not using the park, thereby invited non-residents to improperly use it. They formed a group for the purpose of utilizing the park and began with a Pot-Luck Dinner at the park in June. To this day, while the re-design has not occurred, the problems inherent in the park have not returned.
- *June, 1994* - The Community Oriented Policing **Neighborhood Coordinator**, Ms. Vicky Boulrice, was selected and began her work within the C.P.D. She was tasked with being the liaison between the Cambridge Police Department/City of Cambridge and the residents of the four neighborhoods affected by the initial grant (4,5,6, & 7). She quickly began to understand the tenets of C.O.P. and to spread this knowledge to others within the communities.

- *June, 1994* - The **Bicycle Patrol Unit** was formed. Six patrol officers were selected to perform community outreach activities in the role of Bicycle Patrol Officers. They received their training and immediately began to interact with residents of the various neighborhoods in a new and novel way. It was quickly determined that the mode of bicycle patrol combines the best of motorized patrol (mobility) with the best of foot patrol (immediacy of contact). Quite often the B.P.U. personnel would be riding down the street when a resident would call them and begin to speak with them about community concerns or about their approval of the "Cops on Bikes." It was during this month that the personnel of the B.P.U. also began formalizing their contact with the residents. The B.P.U. personnel were geographically assigned throughout Cambridge and were instructed to begin developing new relationships or enhancing existing ones.
- *August, 1994* - The personnel of the B.P.U. began to target "hot spots" based on community interaction of information developed by the Crime Analysis Unit.
- *August, 1994* - A meeting was held at the Cambridge Public Library on Pearl Street which was the actual beginning of the **Leadership Council**. The group was formalized at this meeting as several of the tenets of C.O.P., initially introduced at the C.R.A. meeting at M.I.T. in May, were briefly discussed but, more importantly, the role of the "three legs of the stool" (Community, Government, Police) were brought out in more depth. Commitments were received by many of the participants and the next meeting of the Leadership Council was scheduled.
- *August, 1994* - An attempt was made to formulate a community-wide **survey** to determine the scope of the problems and satisfaction with the police department/community government. This survey was never realized.
- *September, 1994* - With the beginning of the new school year, members of the B.P.U. were assigned to Cambridge Rindge and Latin High School to provide some enhanced security at the school and for them to begin to establish relationships with the youth.
- *September, 1994* - The Cambridge Police Department received information from E.O.P.S. that the FY95 C.O.P. grant had been approved and that the initiative would be brought city-wide. **It was about this time that Commissioner Anderson began to assert that the Cambridge Police Department was not implementing C.O.P. but merely "formalizing" it.** Many of the tenets of C.O.P. were, and will continue to be, already performed by many of the members of the C.P.D. as part of their routine duties.

- **September, 1994** - Part of the training received from C.R.A. was the need to establish a **Transition Team**. This group, to be comprised of personnel from various ranks, would be tasked to perform a liaison role between the Police Department Administration whose tasks were to advocate the C.O.P. initiative and their peers, who would be tasked to perform much of the outreach efforts. The Transition Team was charged with understanding the concepts of C.O.P. and the wishes and expectations of the administration and conveying those to their peers. Additionally they were to bring the concerns of their peers, which were experienced during this "transition" phase, to the administration. In this way all levels of the police department would better understand each others issues and concerns thereby making the task of implementing C.O.P. much easier within the department. The T.T. began to meet on a regular basis to discuss these issues. Unfortunately the group became too "issues" oriented and lost focus. Much good work was done by the group, such as facilitation at all Citizen Police Academies, Commercial Contacts and surveys whereby members of the T.T. systematically walked the business areas and established contact with many of the businesses/merchants in Cambridge. A dual purpose of this initiative was the updating of the Emergency Notification lists. The T.T. began with eight volunteers (2 sergeants and 6 patrol officers) but grew to approximately 20 individuals of various ranks at one point. The Transition Team was unofficially dissolved in April of 1997 with the creation of the Implementation Team.
- **October, 1994** - The Leadership Council began the first of its continuous monthly meetings.
- **October, 1994** - The C.P.D. began to **formalize contacts and liaisons** with many of the community groups in the City. In the past contact was made with community groups on a sporadic basis with no continuity of personnel. This has led to confusion on the part of the citizens and the inability to effectively address issues and solve problems. Recognizing this the C.P.D. allowed certain personnel to establish sustained contact with various community groups. Among those groups were the *North Cambridge Crime Task Force, The Area IV Crime Task Force, the Paine Park Neighborhood Association, the East Cambridge Planning Team/Crime Watch*, among others. These contacts remained in effect until the establishment of the Neighborhood Supervisor Program.
- **October, 1994** - The C.P.D. sent representatives, for the first time, to the **East Coast Community Oriented Policing Conference**. This conference, sponsored by some of the leading C.O.P./P.O.P. police departments (Baltimore County being among them), is held annually for the purpose of furthering the philosophy of C.O.P. and detailing some of the accomplishments of these departments in this field.

- November, 1994* - The C.P.D. became aware of a problem at **Sullivan Park**, which is a multi-use plot of land in the rear of Cambridge College at the corner of Bay Street and Green Street. The problems surrounded the use of the park by homeless and/or chronic alcoholics to the detriment of the area residents. The C.P.D. attempted to solve this problem by having all parties meet and discuss solutions (as with the Franklin Street park). Unfortunately, some deep seated animosity between the residents and the original developers of the park and Cambridge College complex did not allow constructive dialogue to occur. In fact a further division among the groups along with some marked inflexibility, showed that no solutions were forthcoming until attitudinal changes occurred. This attempt at problem solving is considered by myself and Ms. Boulrice as **a failure**.
- November, 1994* - As part of the outreach effort Officer Susan Kale and myself performed a series of **Commercial Survey/Safety lectures for the businesses in the Harvard Square area**. While this service was available in the past, it was determined that the C.P.D. needed to make more of an effort to bring this service to the businesses. This was done by scheduling these events in Harvard Square. Similar events were attempted at the Fresh Pond Mall, Central Square and the Galleria Mall without success, due to inability to coordinating the scheduling of storeowners and C.P.D. staff.
- December, 1994* - The B.P.U. began the utilization of "**Allocation sheets**" whereby their activities were driven by information supplied by the Crime Analysis Unit. While this type of information was provided in the past, these "allocation sheets" brought it to the next level by assigning pre-marked activity sheets to all B.P.U. personnel. On these activity sheets the Crime Analysis Unit would block off period of time during which the B.P.U. personnel would perform certain types of directed patrols at certain locations. This was in line with the Signal 86 Program but it allowed the B.P.U. personnel to know where their assignments were to be at the beginning of their tour of duty. This program was successful while it was implemented but it became too labor intensive for the C.A.U.
- December, 1994* - The Leadership Council met and the meeting began in the usual manner. During the meeting the focus turned in that the members wanted to know what direction the Cambridge Police, the City of Cambridge, and the Leadership Council was going. Much discussion took place with the L.C. determining that the direction must come from themselves and not from the police department. They determined that any future meetings must be structured with an agenda and that facilitation must come from among themselves. The result of this monthly meeting was the formation of the Steering Committee, whose task was to provide direction for all future L.C. meetings and that future L.C. meetings must address problem-solving. It was also determined that, in the near future, a chairperson must be selected to run the group.

- *January, 1995* - The C.P.D. Command Staff held a meeting to discuss the allocation of the funds from the C.O.P. Grant. The purpose of the meeting was to make a presentation as to what categories and areas the funding would be disbursed. Another focus was for all commanding officers to understand and accept their roles in the C.O.P. Initiative.
- *January, 1995* - Community Research Associates came to Cambridge to conduct Phase II of their training. While Phase I was a general overview of C.O.P., Phase II was more in depth with meetings and sessions being very specialized. One session was held specially for the Leadership Council and it served to re-energize it. Another session was for the Transition Team and it was during this time that a chair of the team (Sergeant Patrick Nagle) was selected. A session on Cultural Diversity was held along with an exit interview for the Commissioner.
- *February, 1995* - Members of the Bicycle Patrol Unit came up with an idea for rewarding children who practice bicycle safety. They enlisted the support of the three McDonald's Restaurants and then began the process of printing vouchers. These vouchers would be given to the members of the B.P.U. (as well as other officers who wanted to take part) who would in turn give them to youth who were observed riding their bicycles with a safety helmet on. The youth could then redeem the vouchers at McDonald's for a free ice cream. This program officially began in July (delay in printing the vouchers) and is in place to this day.
- *February, 1995* - The Leadership Council began to perform some problem solving. One of the first issues encountered was the lack of enforcement and citizenship pertaining to the removal of snow from the sidewalks after a storm. The group enlisted the support of the Department of Public Works and the result was the creation of a Snow Removal Card. These cards, which were printed and distributed throughout the community, explained (in the narrative) the importance of removal of snow, along with the ordinance require the same. The narrative stressed good citizenship. The community members/groups to whom the cards were distributed also were urged to take it upon themselves to list options available to the landlord for the removal of snow on the back of the card. Some of these options included a list of youth in the area who would shovel the snow for a fee. These cards were well received throughout the City (even though that Winter was a record for the least amount of snowfall).
- *February, 1995* - The Executive Office of Public Safety and the Committee on Criminal Justice sponsored a "Train the Trainer" course for all police departments in the Metro Boston area who were participating in C.O.P. The purpose of this training was to impart the most recent issue of C.O.P. on a member of each police department who could then disseminate this information throughout their department. Lieutenant Steven Williams attended the first of these "Train the Trainer" sessions and Officer Rick Riley attend a subsequent one.

- **March, 1995** - Until this time the Bicycle Patrol Unit, Lieutenant Williams, and Neighborhood Coordinator were considered a specialized unit, nominally called the Community Oriented Policing Unit. The unit reported directly to the Operations Superintendent. Much of the work performed by this unit paralleled the work of the Community Relations Section (also reporting to the Operations Superintendent). At this point a decision was reached to merge the two with Lieutenant Williams being the commanding officer of the section.
- **March, 1995** - Chief Probation Officer Gil Sakakeeney approached Lieutenant Williams to explore the possibility of establishing a "**Warrant Squad**." The impetus was his perceived need to have the probation officers get out into the community to be more effective in monitoring their charges. Mr. Sakakeeney thought that it would be mutually beneficial if these probation officers could ride with C.P.D. personnel at night to perform this monitoring. Lieutenant Williams agreed that this could be done and the process for establishing this was commenced. Unfortunately this never came to fruition due to contractual issues raised by the probation officers.
- **March, 1995** - The first meeting was held to discuss the issue of placing a **Service Center in the North Cambridge** area. Much of the discussion surrounded the site of the trailer and, eventually, it was placed at the corner of Massachusetts Avenue and Cameron Avenue. From the beginning the C.P.D. stressed that the trailer was a Service Center established by the members of the North Cambridge Crime Task Force and that the C.P.D.'s role at the trailer would be one of occasional staffing (86's). The N.C.C.T.F. and others in North Cambridge felt that the trailer should be regularly staffed (i.e. sub-station) but this is something the C.P.D. never committed to. This issue, plus the recorded information that the service center was not visited very often by residents, eventually led to the C.P.D.'s diminished role at the site.
- **April, 1995** - The Leadership Council held a city-wide forum on outreach and intervention policies of the various service providers in the City. This forum led to a change in the way calls to DHSP for requests for information were handled and in the creation of a directory of services available to city residents.

- *May, 1995* - The increased interaction between residents and C.P.D. representatives led to the elimination of a major problem in its initial stages. At a community meeting a resident mentioned to C.P.D. personnel the increased graffiti in the Area IV/East Cambridge area. The representative asked for the location of the graffiti and a description of it. When the resident informed the representative that it was four letters, NETA, the representative immediately recognized (as a result of recently attending a seminar on the topic) this as the marking of "territory" for a major Latino gang previously unknown to the area. An immediate investigation commenced with the result being that seven members (the leadership) of the gang were convicted of committing a recent shotgun assault in East Cambridge which was believed to be for the purpose of establishing the gang in the area drug trade. All seven members of the gang received long jail sentences.
- *May, 1995* - Interviews were held for the position of Youth Outreach Coordinator and Elder Services Coordinator. The C.P.D. believed that two groups in Cambridge felt they were not fairly represented in both City-wide issues and issues specific to themselves. It was felt that these two groups, elders and youth, needed a voice. The C.P.D. determined that the creation of a liaison between the C.P.D. and these groups would enhance their voice. It was felt that through the creation of these two positions (part-time, non-sworn through the E.O.P.S. Grant) their voices may then be heard. The selections (in June) of Mr. Vincent Howell and Jamisean Patterson (Youth Coordinators) and Ms. Elizabeth Seelman (Elder Coordinator) began this process. {Mr. Howell was dismissed later in the year and Mr. Patterson resigned in March of 1996}.
- *May, 1995* - Mr. Peter Bellmio came to Cambridge to conduct a "Service Excellence" seminar for supervisors throughout the department. The training was held for the purpose of speaking with the supervisors to determine their issues and to explain to them the need for them to understand and participate in the changes occurring throughout the department and the City. This training was followed by a second session in October of 1995 out of which a report was generated which outlined areas of improvement by both the command staff and supervisors.

- *June, 1995* - As with the first formal training in March of 1994, the C.P.D. felt that one of the best ways for our personnel to understand the concept of C.O.P. was to learn from practitioners in the field. As the **Baltimore County Police Department** embraced C.O.P. in 1982 we again turned to them for their assistance. During June the C.P.D. sent 24 personnel (12 during the first week of the month and 12 during the third week of the month) to Baltimore for the purpose of working with members of their department in the field. It was believed that through observation our personnel could learn the positive aspects of interaction from their personnel and bring this information back for dissemination to all C.P.D. personnel. This **training** was positive in that our personnel began to realize that our efforts were not vastly different from their efforts and that the C.P.D. was much farther along on the time line of firmly establishing C.O.P. than previously believed.
- *July, 1995* - The issuance of the first of the "**Community Block Grants**" was performed in this month. As a result of the lateness of disbursement of grant funds for FY95 from E.O.P.S. we thought that a Block Grant program could help to enhance the relationships between the C.P.D. and the communities and their groups. It was for this purpose that the Block Grant Program came to be and was formally incorporated into all future E.O.P.S. grants with \$20,000 being set aside each year for this purpose.
- *July, 1995* - In line with the issuance of Block Grants, the C.P.D. encouraged individual police officers to come up with ideas for enhancing police/community relationships. One of the officers took the concept and came up with an idea of the C.P.D. purchasing **fishing equipment** and then sponsoring a series of on-going outings with youth. This would allow the officer and youth to communicate on a level previously not encountered. A block grant was issued and some outings were held.
- *July, 1995* - The Y.M.C.A. approached the C.P.D. to determine if a collaboration could be established for the purpose of establishing a **basketball league** for the youth of Cambridge. The thought was that the youth needed an outlet and the "Y" has the facilities. This idea was expanded to include police/youth interaction as officers were asked to act as coaches and mentors for youth during the ten weeks of the league. The first of these leagues began in July with the formation of the *Marcus Haynes League*. Subsequent leagues such as the *Spring High School League* and the *L.I.T.E. Girls League* arose from this idea. The C.P.D. currently sponsors 3 basketball leagues each year along with one *Street Hockey League* and a *Golf Instructional League*.

- *July, 1995* - One of the members of the B.P.U., Officer Thomas Ahern, through his interaction with the residents of East Cambridge, played a major role in the formation of the **East Cambridge Crime Watch**. This group, whose focus was different from the East Cambridge Planning Team, worked very closely with Officer Ahern in reducing problems in this area of the City. This group eventually disbanded due to the lack of specific issues.
- *July, 1995* - With the assistance of funding from the grant, the C.P.D. obtained its new "**Officer Caring**" robot. The robot is utilized as a child safety robot in that it is brought to the various schools and the officers teach the youth (3rd and 4th graders) about various safety issues. The robot is used to hold the children's attention while the safety messages are delivered.
- *August, 1995* - The Senior Outreach Coordinator began her efforts by expanding her efforts by establishing herself at the North Cambridge Service Center as well as the various elder complexes throughout the City. In addition she worked very closely with the establishment of the North Cambridge Senior Center and the City-wide Senior Center. Her presence at the North Cambridge Service Center eventually was curtailed when it was determined that she would have more of an impact at the other sites. Her visibility and outreach at those two Senior Centers continues to this day.
- *August, 1995* - The first of the C.P.D. **Citizen Police Academies** began during the Open House. The purpose of the C.P.A. is to bring citizens into the police station and conduct a ten week course during which the citizens would be instructed by members of the C.P.D. The citizens would gain insight into what it is like to be a police officer in Cambridge, learn the experiences the C.P.D. representatives have encountered, learn what limitations we work under and learn why we do what we do. From the beginning the C.P.A. was positively received and the first one graduated in October with a large gathering, attended by many City representatives, in the Fitness Room.
- *September, 1995* - The creation of the C.P.D. **Baseball Card Program** took place during September. Volunteers were sought from various units within the C.P.D. to participate. The concept was that the officers would have their picture and a brief biography and a personal message placed on a baseball card. Each officer would then receive 2,000 of these cards to give to citizens they encounter. The result would be that the citizen would then get to know the officers in a way previously unavailable. The program was slowed in its implementation due to initial lack of interest, delays in obtaining needed information and delays encountered in obtaining photographs. The cards (40 individual cards) were finally made available for distribution. Due to the demand of the citizens and the officers a second set of cards will be explored in 1998.

- *September, 1995* - Members of the B.P.U. began to hold some **Bicycle Rodeos** for the purpose of teaching the youth of Cambridge safe bicycle operation techniques. Two were held during the month in the East Cambridge area and over 40 children attended. The B.P.U. officers set up an obstacle course and taught the children how to safely navigate the course. All children who did not have helmets were given one free of charge. Another series of rodeos is being explored for 1998.
- *October, 1995* - Another police/youth program was established by Officer Dottin. Through the use of grant funds some **remote controlled racing cars** were purchased for the purpose of giving the youth another avenue of activity during the after school hours. Officer Dottin, along with other C.P.D. representatives, met with several youth after school at a school gymnasium to compete against each other with the racing cars for small prizes.
- *November, 1995* - The **Leadership Council** elected its first **co-chairpersons**. It was felt there was a need to establish leadership within the group which was separate from the police department. The election of Gail Enman and Ed Mitchell provided this leadership and direction.
- *November, 1995* - A **City Council hearing** on the substance and progress of **Community Oriented Policing** was held in the Sullivan Chambers. All City Councilors were in attendance along with many City Department heads. A presentation was made by the Commissioner, the Leadership Council, the Neighborhood Coordinator, and the Youth Outreach Coordinator along with other interested community representatives. Two videos were shown, one of which was produced by C.O.P.P.S. and featured many nationally recognized leaders in the field. This video stressed the need for all representatives within a community to learn and to accept their roles as well as the need for patience in allowing the full benefits of the philosophy to take hold and flourish.
- *December, 1995* - The Youth Outreach Coordinator formed the **Youth Advisory Board**. This group, comprised of youth from around Cambridge, was formed for the purpose of acting as liaison between the youth of Cambridge and the City Government. The group would determine the most pressing issues the youth have and bring them to the Coordinator and eventually the City Agency which could have the most impact on the issue. **Due to unforeseen issues this group disbanded in the Summer of 1996.**
- *January, 1996* - Neighborhood Coordinator Boulrice and Lieutenant Williams held a series of **training** sessions focusing on the issues and tenets of C.O.P. to **non-sworn personnel of the C.P.D.** The discussion centered on the role of the support staff in the C.O.P. initiative and stressed "customer service."
- *January, 1996* - The 2nd Citizen Police Academy began.

- *January, 1996* - The Youth Outreach Coordinator became aware of a **Youth Conference** which was held every year in March. He began to explore the possibility of having representatives from the Youth Advisory Board attend this year's conference. Much work was done and the group did attend the conference in March but, because of the disbanding of the group, no positive results were gained from their attendance.
- *February, 1996*
- *March, 1996* - Planning began for a City-wide **symposium** pertaining to C.O.P. It was thought that Mr. **George Kelling**, a leader in this field, could be brought to Cambridge to share his views on the issues with a large representation of community leaders with a shared vision emerging from this session. Much planning followed with the result that the session was held in June of 1996 which was attended by over 120 people from the City. What emerged from the session was a commitment from many of the participants to strive to reduce or eliminate the problems presented as topics of discussion during the session such as Public Drunkenness, Graffiti and Noise. Many subcommittees were formed during this session, some of which continue to address these issues to this date.
- *April, 1996* - A graphic designer was contacted to formulate the layout of the **Leadership Council brochure**. It was felt that one avenue available for disseminating the purpose of the Leadership Council was through the distribution of a brochure. This brochure would note who the Leadership Council is and what it hopes to accomplish. The brochure was completed and is available today for distribution.
- *May, 1996*
- *June, 1996* - The Kelling Seminar was held.
- *July, 1996* - The **Leadership Council**, bowing to complaints from some citizens and the D.H.S., decided to hold a series of "**Town Meetings**" during the upcoming year. It was hoped that these meetings, to be held in specific areas of the city in lieu of monthly, centralized Leadership Council meetings, would bring more residents to the monthly meetings in order to focus on issues of greatest concern. The first of these meetings was held in North Cambridge (September) but it did not meet expectations. This concept was then abandoned per Commissioner Watson's instructions.
- *July, 1996* - Due to issues raised by various segments of the City, the C.P.D. began to step up **enforcement of the laws pertaining to bicycle violations**. In addition, liaison was established between the community groups addressing these issues and the police department. This enforcement and liaison continue to this date.

- **August, 1996** - Commissioner Ronnie Watson took over the Cambridge Police Department.
- **September, 1996** - Issues surrounding women's safety in Cambridge, and Central Square in particular, led to a collaboration between the C.P.D., Cambridge License Commission, the Cambridge Women's Commission and the Central Square Neighborhood Coalition and resulted in the "**Cambridge after Hours**" Program. This program emphasizes safety for women when patronizing bars and eateries by stressing the need to drink sensibly and be aware of their surroundings. The various liquor establishments in the Central Square area participated by having their employees wear buttons reminding patrons to be safe along with posters being placed in these establishments. The C.P.D. assisted by having an increased uniformed presence during the Midnight to 2A.M. time frame when these establishments were closing.
- **September, 1996** - Commissioner Watson, after a recent major incident, initiated a process whereby information would be disseminated throughout the community on a more formal basis. This **Community Alert Program** would allow selected representatives to be made aware of a major incident (such as a sexual assault) immediately following the incident by receiving a flyer detailing the incident. Members of the B.P.U. went to their respective neighborhood and asked various community representatives (storeowners, community group leaders, etc.) if they would be interested in receiving these alerts. If so, they were then asked to disseminate (or post) the flyer they would receive to the resident of their neighborhood. The first of these alerts was issued during this month.
- **October, 1996** - To finalize the interaction with personnel of the Baltimore County Police Department, and to provide a **progress report** of the implementation of C.O.P. in Cambridge, personnel from the B.C.P.D. again visited Cambridge to perform this review. A group of six B.C.P.D. members spent one week riding with members of the C.P.D., interviewing City Councilors, speaking with citizens on a random basis and performing other activity which would allow them to formulate a basis for their findings. These were compiled into a report which is available and which confirms that the C.P.D. has progressed but still has much to do to overcome some deep-rooted issues.
- **November, 1996** - Several representatives assisted with the completion of a "**Senior Safety**" video whose focus was to instruct seniors on how to reduce the opportunity of them becoming the victim of a crime. The video, funded by the C.P.D., used representatives of the C.P.D., Cambridge Housing Authority and others, who performed role playing of various scams perpetrated against elders. The video is now the basis of many current and future elder safety lectures throughout Cambridge.

- *December, 1996* - The Leadership Council and representatives of the Department of Human Services began discussion for the **revision of the Safe Neighborhood Initiative packet**. This informational packet, containing the telephone numbers of many service providers in Cambridge as well as a brief description of their services, was formulated by the D.H.S. in 1993 and had not been updated since. It was believed that an update should be done and that the C.P.D. could assist with this process and could absorb the cost for reproduction. **To date this update has not occurred**.
- *January, 1997* - A new Youth Outreach Coordinator, Mr. Kevin Mitrano, began working with the C.P.D.
- *January, 1997* - With the increased emphasis on the enforcement of bicycle violations it was determined that the existing City Ordinance tag book was not functional for continued use. It was during this month that Sergeant Paul Sugrue began the process of revising the book to make it more user friendly for all members of the C.P.D. This long process, which included approval by the District Court System, was completed and these new tag books are currently being utilized by all C.P.D. personnel.
- *January, 1997* - In line with the need to exchange information Commissioner Watson viewed the need for the C.P.D. supervisors and the Command Staff to meet for the purpose of discussing issues and receiving current information regarding the progress of the department in various fields. As a result the first of the **Quarterly Supervisor/Command Staff meetings** was held. These meetings, which continue to this date, are held approximately every three months and all supervisors are encouraged to attend and participate in the establishment of protocol, rules and regulations, or any other directive which affects them. They are briefed on forthcoming directives and asked for their input.
- *February, 1997* - The City of Cambridge distributed over 24,000 trifold brochures pertaining to the issues surrounding graffiti. These brochures were mailed in the tax bills and included tips on how to remove graffiti as well as the issues surrounding community decay and graffiti.
- *February, 1997* - Commissioner Watson emphasized the need to have a survey performed of all graffiti in Cambridge so a baseline inventory of existing graffiti could be made. Logistical discussion followed with the result that all graffiti was inventoried by the end of August.

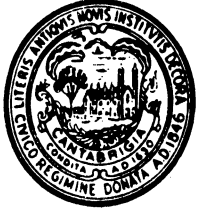
- *March, 1997* - Initial discussion of a "Youth/Police Retreat" was presented by personnel from the D.H.S. and Youth Coordinator, Kevin Mitrano. The thought was to have several police officers chaperone youth at a retreat for the purpose of bringing the two groups closer in a non-threatening environment. Discussion continued over the next several months with the retreat being planned for August. Due to logistical problems the retreat never took place.
- *March, 1997* - After several months of preparation the Bicycle Trifold was completed. The brochure, whose emphasis was on education of the new bicycle restrictions as well as safe operation, also included a map of the restricted area and a registration card. This brochure was, and is, available throughout Cambridge and was placed at all point of sale for bicycles for distribution.
- *April, 1997* - Commissioner Watson determined that the future of C.O.P. within Cambridge, and its accompanying outreach efforts, cannot be done by a select few within the department but must be performed by all. With this in mind it was determined that a series of community meetings (see September, 1997) would be held throughout the City and that these meetings would be facilitated by C.P.D. personnel. The City is divided into 13 neighborhoods and 5 sectors. It was determined that most future outreach efforts, including the facilitation of these neighborhood meetings, would, in the future, be performed by a Sector Lieutenant, who would be assigned to overview this effort for one of the 5 sectors, or a Neighborhood Sergeant, similarly charged for each of the 13 neighborhoods. In April Commissioner Watson asked all Sergeants and Lieutenants for volunteers to assist in this process with those supervisors being so assigned in June of 1997.
- *April, 1997* - With the emphasis being placed on enhancing community outreach a need was identified to capture the flow of information being presented to C.P.D. representatives. As a result the Community Meeting Worksheet was formulated. The purpose of the worksheet was to document the problems/issues being given to the supervisors at meetings. Notations could then be made regarding possible solutions (rather than just receiving complaints without any analysis). Once these solutions were determined the appropriate agency could be contacted to alleviate or eliminate the problem. The worksheet allows for the capturing of the solution, the forwarding of the information to the proper agency and, most importantly, allows for the notation of *feedback* to the resident who first informed the officer of the problem. It is this feedback which has traditionally been missing and will be the main focus of all future outreach/problem solving.

- *April, 1997* - Commissioner Watson determined that a small group of C.P.D. personnel from the rank and file was needed to work on many of the projects which he believed to be forthcoming. This group, to be called the **Implementation Team**, would be tasked to complete some of the work on these projects thereby lending some input from all units and ranks within the department to the progress of C.O.P. This group would differ from the Transition Team in that they would meet only when a task was given to them. They were to be task oriented rather than issues oriented. The group was selected in April of 1997 and was initially tasked with the revision of the C.P.D. Mission Statement.
- *May, 1997* - As part of the City-wide Bicycle Initiative Sergeant Paul Sugrue and members of the B.P.U., in conjunction with School Department personnel, held a series of **Bicycle Education Sessions** for all school children in Cambridge. These sessions stressed safe operation and detailed the restricted areas of Cambridge along with alternative routes. All children were given a copy of the bicycle brochure and encouraged to register their bicycles.
- *June, 1997* - The Cambridge Police Department participated in the Central Square Envisioning meeting, held at the Senior Center. This meeting, which outlined the current and future renovation of Central Square, was held to encourage input from all facets of the community.
- *June, 1997* - A demonstration of the **Reverse 9-1-1 System** was made at a Command Staff meeting. This system, which will allow the C.P.D. to disseminate information, such as Community Alerts, in a more effective and efficient method than currently employed, will greatly enhance the flow of information to the community.
- *July, 1997* - The Transition Team completed its first assigned by forwarding the final draft of the Cambridge Police Department **Mission Statement**.
- *August, 1997* - The Cambridge Police Department and the Department of Health entered into an alliance with four other communities to combat the sale of tobacco to minors. The **Five City Tobacco Control Collaborative** was formed for the purpose of establishing a coordinated, well maintained program of educating establishments who sell tobacco of the need for them to refrain selling such products to minors while enforcing these regulations through the use of trained investigators and compliance checks.

- **September, 1997** - One of the new outreach efforts established by Commissioner Watson began this month with the first of the **C.P.D. sponsored Neighborhood Meetings**. These meetings, to be scheduled in each of the 13 neighborhoods at least every three months, differ from other meetings in that the agenda for these meetings is set by the representative of the C.P.D. (Neighborhood supervisor of route officer) who also facilitate these meetings. The discussion at these meetings is focused on neighborhood issues with problem solving occurring. The Community Meeting Worksheet is utilized with its feedback mechanism which enhances the problem solving by bringing closure to issues. The first meeting was held in Neighborhood 1 on September 16th with all neighborhood meetings being completed in December. A meeting of all Neighborhood Supervisors was held on January 14, 1998 for the purpose of critiquing the first series of meetings, re-emphasizing the use of the Community Meeting Worksheets and assisting the supervisors with the scheduling of the next series of meetings.
- **October, 1997** - Commissioner Watson identified a training pertaining to Crime Prevention (National Crime Prevention Conference) and asked the Leadership Council to identify a representative from their group to attend this session. Mr. Henry Lelaurin was so selected and he brought back much information which was then disseminated through a discussion at a subsequent Leadership Council meeting.
- **October, 1997** - The Third Citizen Police Academy began. Two coordinators were identified, Sergeant Paul Sugrue and Officer Rick Riley, who have expressed an interest in running this, and future, academies.
- **November, 1997** - Personnel from the C.P.D. attended the Annual **Problem Oriented Policing Conference** in San Diego. The purpose of this was to be exposed to various Problem Solving models in order to determine which model would be best to utilize in Cambridge. This group would then be able to bring that model back and formulate a plan for exposing other members of the C.P.D., as well as citizens throughout the community, to this problem solving method. This would allow true problem solving to occur City-wide. The group observed that many of the police department professing to perform problem solving invariably utilize the SARA Problem Solving Method. This was confirmed by Lieutenant Williams when he asked a lecturer at the conference. The groups then re-focused on the programs initiated by the various departments and process of problem solving. The group realized that many of the programs in Cambridge are comparable to those being recognized at the conference. The major difference is that the C.P.D. does not document their programs and accomplishments very well. This is one area for improvement.

- **November, 1997** - A determination is made to utilize the **SARA Problem Solving Model** in Cambridge. This model, to be used throughout the City in its problem solving activities, is being taught to all members of the C.P.D. as well as community members. This training began in January of 1998 with a meeting of the Neighborhood Supervisors and will continue through the In-Service sessions, which will end in early May. At that time series of trainings throughout the various neighborhoods will begin. The purpose of this is to expose the residents of Cambridge to the tenets of Problem Solving. The first of these meetings has been scheduled for May 2nd and is being offered for the members of the Community Oriented Policing Leadership Council. This six hour session will be held at Cambridge College.
- **November, 1997** - The C.P.D. recognized that Crime Prevention through Environmental Design is a viable and important method of reducing the opportunity for crime to occur. **CPTED** stresses the importance of properly designing a new development or area with crime prevention being an integral part of the process. Changes to the physical aspects of a design (lighting, shrubbery, etc.) which reduce the opportunity for criminal activity are encouraged. This concept will reduce the need for reactive police activity at a later time for poorly planned areas. The concept would also apply to the re-design of areas. The importance of CPTED led to the C.P.D. to offer a training to their personnel as well as personnel from other City agencies in this field. It was hoped that as many as 40 representatives would be exposed to this concept who could then be the nucleus for a group or panel who could lend their exposure to all future designs during the initial phases. Unfortunately only approximately 25 individuals were able to attend this training.
- **November, 1997** - Elder Services Coordinator, Ms. Elizabeth Seelman, along with representatives of the Cambridge Housing Authority, met with residents of the Manning Apartments (237 Franklin Street) for the Induction Ceremony of the **Manning Crimefighters**. This group is comprised of residents of the complex who will be patrolling the facility for the purpose of identifying and reporting any unusual situations which should be brought to the attention of the Police Department. There was much planning involved in forming this group of enthusiastic seniors and, at their request, the Police Department supplied the participants with shirts which identifies them as members of this group. Ms. Seelman and Crime Prevention Officer, Susan Kale, continue to meet with this group on a regular basis.
- **December, 1997** - Representatives of the Five Cities Tobacco Collaborative conducted a series of **tobacco compliance checks** throughout Cambridge. This is the first in an ongoing series of compliance checks designed to reduce or eliminate the sale of tobacco to underage children. It has been decided that the investigators from the Collaborative will conduct the initial series of checks but that if a vendor repeatedly commits violations, personnel of the Cambridge Police Department will become involved with the issuance of sanctions against this individual/establishment.

- January, 1998* - The **second series** of Police Department sponsored **Neighborhood Meetings** began. While the initial series, which were held primarily as a means of introducing this concept throughout the City and allowing the Neighborhood Sergeants to meet with the residents of their neighborhood, the second round was more focused on the issues in each of the neighborhoods. Some of the meetings were well attended, especially where there were crime or quality of life issues to discuss, but some were not well attended. After the third round of these meetings, which is to be held during the Spring, a determination will be made as to the frequency of meetings in any given neighborhood. It may be that some neighborhoods require a meeting every six months while some neighborhoods will need more frequent meetings.
- January, 1998* - Representatives of the Five Cities Tobacco Collaborative and the Cambridge Police Department held a **Tobacco Sale Education Session** at which all merchants who sell tobacco products in Cambridge were invited to attend. This meeting was held for the purpose of educating the merchants about the local, state and federal regulations prohibiting the sale of tobacco products to underage children and the measures these merchants must take to ensure compliance. The merchants were informed about the compliance checks which had been completed and the fact that this would be an ongoing effort.
- February, 1998* - The Cambridge Police Department **In-Service Training** session began this month with all participants being exposed to a six hour module on **Problem Oriented Policing/Problem Solving**. This is as a result of Commissioner Watson's identifying that there needed, in addition to much of the outreach activities being performed by the Police Department, a more formalized format for problem solving had to be instituted. This session exposes all members of the Police Department to the problem solving process. This process stresses the need for collaboration, forming partnerships, proper analysis of the identified problem and feedback to the residents. The officers are gaining insight into the need for recognizing the importance of this process and the benefits derived from following it.
- January, 1998* - Commissioner Watson has identified three major **Department wide Problem Solving Projects** which will be addressed by the City, beginning in April and proceeding through FY99. These three projects will be thefts of motor vehicles, thefts from motor vehicles and thefts of bicycles. A meeting of representatives from all units within the department, as well as those from Harvard University and M.I.T. and the Governor's Auto Theft Task Force will begin this effort and will lead to the formation of three separate task forces, each one to be coordinated by one of the Sector Lieutenants. These task forces will address these problems throughout FY99.



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19.

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

April 27, 1998

To The Honorable, The City Council:

Please find attached a response to Awaiting Report Item No. 13, regarding a report on community policing and police presence on Columbia Street, received from Police Commissioner Ronnie Watson.

Very truly yours,

Robert W. Healy
City Manager

RWH/mec
Attachment

Consent Agenda #19

S-283

Regarding a report on community
policing and police presence on
Columbia Street.

In City Council April 27, 1998

Referred to

City Manager for Survey Data