



OFFICE OF THE CITY CLERK

CITY OF CAMBRIDGE

CITY HALL, CAMBRIDGE, MASSACHUSETTS 02139

JOSEPH E. CONNARTON
CITY CLERK

(617) 349-4260

JOHN E. FLYNN
DEPUTY CITY CLERK

June 28, 1991

Mr. Robert MacQueen
House Clerk
Massachusetts House of Representatives
Room 145
The State House
Boston, MA 02113

Dear Mr. MacQueen:

Pursuant to the request of the City Council, I am forwarding to you for filing with the Massachusetts House of Representatives, the enclosed two orders adopted by the Cambridge City Council approving the filing of the following attached legislation entitled:

1. AN ACT AUTHORIZING THE CITY OF CAMBRIDGE TRAFFIC AND PARKING DIRECTOR TO REGULATE CERTAIN PARKING SPACES ON MASSACHUSETTS AVENUE.
2. AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT FROM CIVIL SERVICE.

Your attention in this matter will be greatly appreciated.

Very truly yours,

Joseph E. Connarton
City Clerk

JEC/dl

Encs. (2)



City of Cambridge

CALENDAR ITEM # 3
IN CITY COUNCIL

-June-10, 1991

June 24, 1991

ORDERED: That this City Council go on record favoring the filling of the attached Home Rule Legislation entitled "AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT FROM CIVIL SERVICE".

In City Council June 24, 1991.

Adopted by a yea and nay vote:

Yeas 7; Nays 2; Absent 0.

Attest:- Joseph E. Connarton, City Clerk.

A true copy:

A handwritten signature in cursive script that reads "Joseph E. Connarton".

ATTEST:-

Joseph E. Connarton, City Clerk.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY-ONE

AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT FROM CIVIL SERVICE

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

SECTION 1. Notwithstanding any general or special law to the contrary, the positions of superintendent and deputy superintendent of police in the city of Cambridge shall be exempt from the provisions of Chapter 31 of the General Laws of the Commonwealth. Persons holding such positions shall be deemed to be managerial employees for purposes of Chapter 150E of the General Laws of the Commonwealth.

To the Honorable Senate and House of Representatives of The Commonwealth of Massachusetts
in General Court assembled.

The undersigned, citizens of Cambridge, respectfully
petition for the passage of the accompanying bill or resolve, and/or for legislation

**AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT
FROM CIVIL SERVICE.**

Petitioners are requested to sign names and addresses legibly.

Edward N. G.
Jonathan J. Myers
Alice K. Wolf
92-16. Hubby
Sheila T. Russell
Kenneth E. Reeves

106 Dulle St. Camb.
31 Chalk St. Camb.
48 Huron Ave Camb.
26 Lowell Street Cambridge
5 New South St Camb
11 Everett St., Camb.



City of Cambridge

CALENDAR ITEM # 3
IN CITY COUNCIL

~~June 10, 1991~~

June 24, 1991

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Adopted by a yea and nay vote:

Yeas 7; Nays 2; Absent 0.

Attest:- Joseph E. Connarton, City Clerk.

A true copy;

ATTEST:-

Joseph E. Connarton, City Clerk.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY-ONE

AN ACT

EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE
DEPARTMENT FROM CIVIL SERVICE

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in General Court assembled.

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FROM CIVIL SERVICE.

Petitioners are requested to sign names and addresses legibly.

Edward N. G.
Jonathan J. Myers
Alice K. Wolf
94 W. Aubrey
Sheila T. Russell
Kenneth E. Reeves

106 Dulle St. Camb.
31 Chalk St. Camb.
48 Huron Ave Camb.
26 Lowell Street Cambridge
5 New Town Pl Camb
11 Everett St., Camb.



City of Cambridge

CALENDAR ITEM # 3
IN CITY COUNCIL

~~June 10, 1991~~
June 24, 1991

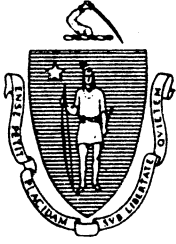
ORDERED: That this City Council go on record favoring the filling of the attached Home Rule Legislation entitled "AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT FROM CIVIL SERVICE".

In City Council June 24, 1991.
Adopted by a ye and nay vote:
Yeas 7; Nays 2; Absent 0.
Attest:- Joseph E. Connarton, City Clerk.

A true copy:

ATTEST:-

Joseph E. Connarton, City Clerk.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY-ONE

AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT FROM CIVIL SERVICE

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To the Honorable Senate and House of Representatives of The Commonwealth of Massachusetts
in General Court assembled.

The undersigned, citizens of Cambridge, respectfully
petition for the passage of the accompanying bill or resolve, and/or for legislation

AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT
FROM CIVIL SERVICE.

Petitioners are requested to sign names and addresses legibly.

Edward N. G.
Jonathan J. Myers
Alice K. Wolf
92-15. Dudley
Shirley T. Russell
Kenneth E. Reeves

106 Dudley St. Camb.
31 Chalk St. Camb.
48 Huron Ave Camb.
26 Lowell Street Cambridge
5 New South St Camb
11 Everett St., Camb.

To the Honorable Senate and House of Representatives of The Commonwealth of Massachusetts
in General Court assembled.

The undersigned, citizens of Cambridge, respectfully
petition for the passage of the accompanying bill or resolve, and/or for legislation exempting certain positions
in the Cambridge Police Department from Civil Service

Petitioners are requested to sign names and addresses legibly.

Jenneth E. Reenes	11 Everett Street, Cambridge
Wm. B. Pelroy	26 Lowell Street, Cambridge
Wm. H. Walsh	26 Herbert St Camb
Sheldon T. Russell	5 Hawthorne Pl Camb
Juston S. Myers	31 Chalk St. Camb.
Edward W. J.	106 Dudley St - Camb Ma 02142
Blair K. Wolf	EP Hancock Lane

City of Cambridge

MASSACHUSETTS

In City Council June 24 1991

C. Cyr Moved Suspension for Purpose of Moving
Reconsideration

	YEA	NAY	ABSENT	PRESENT
Mr. Ed Cyr	✓			
Mr. Francis H. Duehay	✓			
Mr. Jonathan S. Myers	✓			
Mr. Kenneth E. Reeves	✓			
Mrs. Sheila T. Russell		✓		
Mr. Walter J. Sullivan		✓		
Mr. Timothy J. Toomey, Jr.		✓		
Mr. William H. Walsh		✓		
Mayor Alice K. Wolf	✓			

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City of Cambridge

Consent Agenda # 22 - Home Rule Legislation
 entitled "AN ACT EXEMPTION CERTAIN POSITIONS
 IN THE CAMBRIDGE POLICE DEPARTMENT FROM
 CIVIL SERVICES"

MASSACHUSETTS

In City Council June 10, 1991 199

	YEA	NAY	ABSENT	PRESENT	
Mr. Ed Cyr	✓				
Mr. Francis H. Duehay	✓				
Mr. Jonathan S. Myers	✓				
Mr. Kenneth E. Reeves	✓				
Mrs. Sheila T. Russell	✓				
Mr. Walter J. Sullivan		✓			
Mr. Timothy J. Toomey, Jr.		✓			
Mr. William H. Walsh	✓	✓			
Mayor Alice K. Wolf	✓				

7 2

C. Cyr
MS
NR



City of Cambridge Police Department



TELEPHONE
(617) 349-3300

FAX
(617) 349-3320

ADDRESS ALL COMMUNICATIONS TO
5 WESTERN AVENUE, CAMBRIDGE, MASSACHUSETTS 02139

June 5, 1991

Mr. Robert W. Healy
City Manager
City of Cambridge
Cambridge, Massachusetts

Sir:

Attached are the recommended organizational and rank changes for your review and approval.

Sincerely,

A handwritten signature in black ink, appearing to read "Perry L. Anderson, Jr.", written over a horizontal line.

Perry L. Anderson, Jr.
Police Commissioner

PLA:smc

of modern management practices. The present and past structure requires and will require the top administrator to use a day-to-day, hands-on style of management.

Therefore, if the Cambridge Police Department is to meet the changing expectations of this community, it must be able to adopt and implement modern managerial trends. Vertical management must be supported and put into place.

MANAGERIAL CHANGES

JUSTIFICATION

The organization has been streamlined as to provide a clear delineation of authority and accountability. The Operation's Division houses all of the uniform personnel and the Community Relations Section. The Administration and Investigation Sections comprise the Support Services Division.

The Administration Section is made up of all those ancillary components to support and facilitate the Operations Division. The investigative arm of the Support Services Division is made up of non-uniformed personnel, mainly detectives or investigators. A well-trained, high expertise investigative component through the apprehension of career criminals will add countless hours to patrol personnel for increased visibility and deployment.

The reorganization and change in the management structure are paramount. Following the organizational structure from such departments as Los Angeles, Miami, Metropolitan Dade County and Boston, Cambridge lends itself to the same structure.

With a solid management team in place, the citizens of Cambridge will realize improved effectiveness in the delivery of service and a more proficiently operated department. Therefore, I strongly suggest the following additions in rank:

Superintendent of Police
Deputy Superintendent of Police

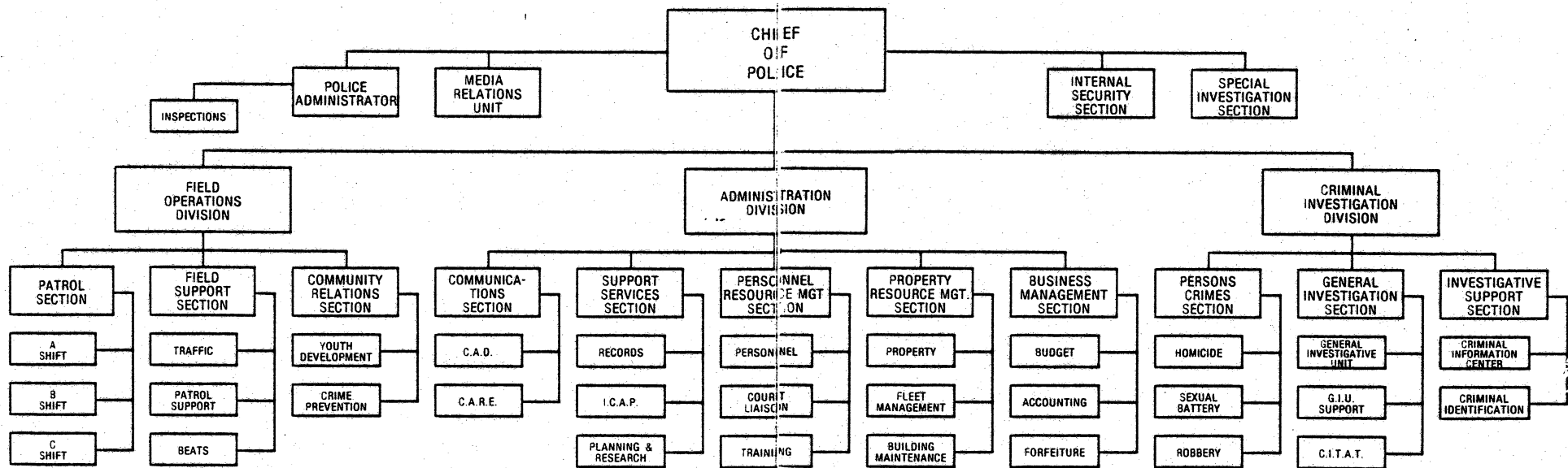
The Superintendent of Police would manage and assume responsibility for directing the accomplishments of goals and objectives set forth for each division. Two Superintendent ranks are proposed (see the attached proposed Organizational Chart). The Superintendents would have under their command the Deputy Superintendents who would have direct responsibility and accountability for the accomplishments and direction of the section (planning, budgeting, coordinating and directing).

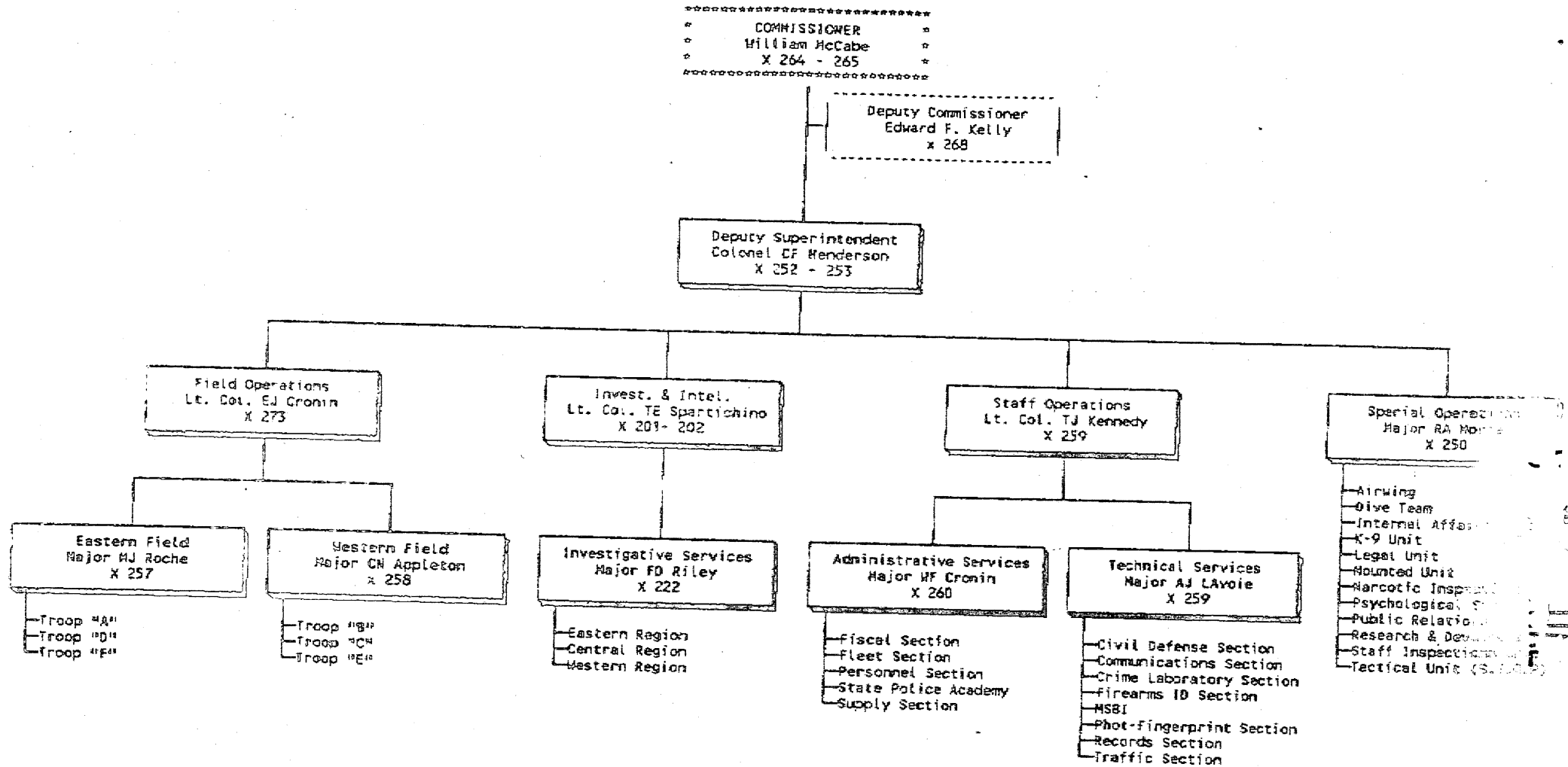
Four (4) Deputy Superintendent ranks are recommended.

The City of Cambridge will benefit in the following manner:

1. Cost-Effective Management

MIAMI POLICE DEPARTMENT ORGANIZATIONAL CHART





amended 16 Nov 1991
R&D 1209

Boston Police Department

April 1991

#419 P02

TEL NO: 517 267 9198

JUN-94-31 TUE 13:59 ID:DPK

Office of the
Police Commissioner

Informational
Services

Legal
Advisor

Bureau of
Professional
Standards

Staff
Inspections
Division

Internal Affairs
Division

Anti-corruption
Division

Bureau of
Special
Operations

Tracking
and
Education

Mobile
Operations
Division

Neighborhood
Watch
Program

Team
Police
Division

Asian
American
Liaison

Community
Disorders
Unit

In-School Drug
Education
Program

Domestic
Violence
Unit

Crime
Prevention
Section

Bureau of
Field
Services

Area A
Juvenile
Detention
Center

Area
B

Area
C

Area
D

Area
E

Operations
Division

Anti-Gang
Violence
Unit

Bureau of
Investigative
Services

Technical
Services
Division

Criminal
Investigations
Division

Drug
Control
Division

Investigative
Planning
Unit

Organized
Crime
Unit

Bureau of
Administrative
Services

Human
Resources
Division

Operations
Support
Division

Finance
Division

Maintenance
Management
Division

ever dwindling resources more efficiently and effectively.

With the reorganization, the community of Cambridge will realize a more sensitive department and the organization will support programs that are more community oriented as indicated below:

COMMUNITY RELATIONS: The magnitude and role of the community relations function will be increased. Special focus will be placed on prevention and organizing neighborhoods into crime watches and strengthening the lines of communication between the police department and the community.

SCHOOL RESOURCE OFFICER PROGRAM: Officers will be assigned to work with the various schools throughout the Cambridge area to develop rapport, establish liaison, give lectures and develop and implement safety and crime prevention programs.

Community Relations is the vital link in establishing community dialogue, input and confidence in the department. Therefore it is extremely important that we move rapidly to implement this change.

CRIME PREVENTION PROGRAM: If the department is to impact on the increasing crime rate, it must be able to maximize community involvement. Personnel assigned to the crime prevention unit will be trained in prevention techniques and community awareness.

PUBLIC INFORMATION: Needless to say, establishing liaison with the media is crucial to the image of the department and extremely significant in providing general news information to the public. Again, special emphasis will be centered in this area.

A permanent public information office will be established with a central location.

A VERTICAL ORGANIZATION

As mentioned in the introductory paragraph, the current horizontal structure of the organization does not support accountability, deployment or streamlining, but of more significance, it does not encourage risk taking, efficiency or the delegation of authority.

In the more traditional sense, the flat/horizontal organization promotes stagnation and does not provide an incentive for the use

ORGANIZATIONAL CHANGES

I believe that it is quite obvious by now that the past system of a totally flat organization will not work effectively. It must also be recognized that with the appointment of a Commissioner, that even though new leadership has been brought in, the same system is still in place. The past or present system will not realize its fullest potential without adopting modern management practices. The flat system is traditional and does not lend itself to risk taking, the delegation of authority or assuming responsibility. In short, a flat (horizontal) organizational structure does not work well and a vertical organization works very well.

Situational management is the current trend of thinking. Civil Service ranks or positions traditionally do not lend themselves to flexibility and innovativeness.

In order to bring the police department in line with the current philosophy of "Back to Basics", and community oriented policing and to provide for better accountability, I have conducted a complete overview of the organization. As a result, the organizational chart has been redesigned. Divisions, sections and units have been arranged based on the compatability of function, the need for coordination, support to the operations division and the overall effectiveness of the department's ability to deliver service. The use of the term "division" was totally misused and misleading.

The organization has been restructured to achieve the following:

ACCOUNTABILITY: Command and supervisory personnel will be placed in areas where strong leadership is a necessity and must be demonstrated (street patrol). New emphasis will be directed towards mandatory beats in high crime areas. As indicated in the reorganization, a unit will be designated specifically for beat assignments. Walking beats are essential to community oriented policing.

DEPLOYMENT: The reorganization will also provide a clearer picture of assignments and the delineation of authority, accountability and function with a special focus on putting more sworn personnel into field assignments.

STREAMLINING: The table of organization has been restructured in order to effectively accomplish the goals and objectives of the department. Strong consideration was given to the effective utilization of command and supervisory personnel. With current budgetary constraints and woes, management must use the

2. Improved Deployment of Resources
3. Improved Response Time
4. Improved Beat Coverage
5. Improved Implementation of Innovations and Concepts
6. Savings in Overtime
7. An Improved Sick Usage Policy (reduction in the use of sick time)
8. Better Direction through the Creation of a Mission Statement
9. A more Community Oriented and Sensitive Police Department
10. Implementation of a Management by Objectives Program

If the Cambridge Police Department is to continue its aim to be one of the more premier police departments in the nation, then it must avail itself to state-of-the-art technology and management techniques. It must also have a structure that will support both the aforementioned. Cambridge must arrive to the 20th Century and plan for the 21st Century if it is to deal with the changing demands placed on police departments and police professionals.

Attachments:

1. Organizational Charts (Rank structure)
 - A. Boston Police
All ranks are appointed above Captain - Senior Management level beginning at Bureau
 - B. State Police - Massachusetts
All ranks are appointed above Captain - Majors, Lieutenant Colonels, etc., to manage sections and divisions
 - C. Miami Police Department - Senior Management appointed ranks begin at section level (major) and division level (assistant chief).
 - D. Cambridge Police Department - Proposed Organizational Chart and the recommended appointed senior level rank changes beginning at section level.
2. Position Assessment

22.



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300

FAX. 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

MEMORANDUM

RICHARD C. ROSSI
Deputy City Manager

TO: The Honorable, The City Council
FROM: Robert W. Healy
City Manager
DATE: June 6, 1991
SUBJECT: Proposed Legislation, Police Department Command Staff

=====
Attached you will find recommended legislation to provide more flexibility to the City and the Police Commissioner in establishing and maintaining the command staff of the Police Department.

As part of his review of the Police Department and its functions, Commissioner Anderson has determined that a lack of structural accountability among commanders for the areas under their responsibility is a serious drawback to improving departmental operations, in terms of serving the community better and more economically. His report is also attached. I concur with his assessment.

The rigidity of the civil service system, both in terms of selection and removal for non or substandard performance undermine efforts to improve and maintain accountability. Management of the department suffers as a result. This has a corresponding detrimental effect on service to the community.

The proposed legislation would establish two new non civil service ranks to command the important patrol, community service, administrative, and investigative functions of the department. The position of Police Chief would not be filled. Establishing these positions would create new promotional opportunities for Cambridge police officers. Because the new positions would be management, non union jobs and because of a streamlining of the existing table of organization could be accomplished through greater accountability, the department could achieve a monetary savings in excess of \$250,000, which would be used to hire additional patrol officers for increased street patrol coverage.

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Cal #3

S-805

CONSENT AGENDA

Home Rule Legislation entitled "AN ACT EXEMPTING CERTAIN POSITIONS IN THE CAMBRIDGE POLICE DEPARTMENT FROM CIVIL SERVICE."

In City Council,

June 10, 1991

*Charter Rights
exercised by
Councillor Walsh*

6/24/91 Order adopted

7-2-0.

6/28/91 letter to House Clerk