



CITY OF CAMBRIDGE
Finance Department
City Hall, Cambridge Massachusetts 02139

RECEIVED
91 AUG 20 PM 3:33
OFFICE OF THE CITY MANAGER

Administration 349-4212
Tax/Utility Coll 349-4220
Treasury 349-4212
Payroll 349-4290

DATE: August 19, 1991
TO: Robert Healy, City Manager
FROM: James Maloney, Finance Director
SUBJECT: Council Order #39 Dated 8/7/91

Please be advised that KPMG Peat Marwick will conduct an audit of both the Traffic and Parking the Police Department's systems for accounting and tracking tickets. The audit will identify weaknesses in existing systems and make recommendations for improvements.



CITY OF CAMBRIDGE
POLICE DEPARTMENT
INTEROFFICE CORRESPONDENCE

RECEIVED
91 AUG 19 AM 10:00
OFFICE OF THE CITY MANAGER

TO: Mr. Robert W. Healy
City Manager
FROM: Commissioner Perry L. Anderson

A handwritten signature in dark ink, appearing to read "Perry L. Anderson", is written over the name in the "FROM:" field.

DATE: August 15, 1991

REFERENCE:

SUBJECT: City Council Order #39 of 8/7/91

In response to City Council Order #39 of 8/7/91 regarding an outside and independent review of the ticketing practices of the Police Department, the Cambridge Police Department will participate and cooperate with the audit.

An investigation is already underway regarding the "missing" parking tickets. The investigation is not yet complete.

The Police Department has already implemented a new administrative procedure. Attached please find General Order #36, Series of 1991, Parking Ticket Distribution Process and Accountability, issued on August 13, 1991.

OFFICE OF THE COMMISSIONER
CAMBRIDGE POLICE DEPARTMENT

TO: All Commanding Officers

DATE: August 13, 1991

SUBJECT: General Order # 36
Series of 1991

REFERENCE: Parking Ticket
Distribution Process and
Accountability

Distribution Process

*The Traffic Unit will be responsible for the receipt of all boxes of parking tickets from the City's Traffic and Parking Department. Each box containing 40 books of parking tickets will be accompanied by a "Parking Ticket Distribution Control Log". The boxes will be kept in a secure location.

*Full boxes of parking ticket books will be distributed to the Traffic Unit, the Day Patrol Section and the Night Patrol Section.

*When a parking ticket book is issued by a supervisor to an officer, the receiving officer shall note his/her badge number, signature and date in the appropriate space corresponding to the parking ticket book issued on the "Parking Ticket Distribution Control Log".

*When a box of parking ticket books is empty, the log must be completed in full, signed by the respective Commanding Officer, and returned to the Traffic Unit.

Accountability

*A "Parking Tickets Issued Log" (Attachment 1) will be maintained on each officer by Group and by Platoon. The clerk in the Traffic office will be responsible for officers assigned to the Traffic Unit. The two clerks assigned to the Patrol Sections will be responsible for officers assigned to the Platoons.

*The numbers of the parking ticket books issued to an individual officer will be listed on the "Parking Tickets Issued Log" for the respective officer by the clerk. The numbers will be obtained from the "Parking Ticket Distribution Control Log".

*Parking tickets will be issued in numerical order by each officer. Officers are to issue parking tickets only from books specifically assigned to them.

*At the end of each tour of duty, officers assigned to the Platoons will place completed parking tickets in the secured box near the entrance to the Guard Room. Officers assigned to Traffic will turn in completed parking tickets to the Traffic Unit office.

*The clerks will be responsible for retrieving the parking tickets from the secure box and sorting them by officer. In addition to the regular counting of tickets, the clerk will list in the individual officer's "Parking Tickets Issued Log" the date and the sequence of parking tickets turned in.

*If, since the last entry, the parking tickets turned in by an officer are out of sequence, the clerk will bring the discrepancy to the attention of the respective Commanding Officer.

*It will be the responsibility of the Commanding Officer to have a supervisor obtain from the officer a specific, and legitimate, reason as to the missing parking ticket(s).

*Upon completion of an entire book of parking tickets, the officer is responsible for turning in the empty book. The clerk will cross-reference the number sequence of the empty book with the respective officer's "Parking Tickets Issued Log". A notation of the empty book will be made in the log. Any discrepancies will be brought to the attention of the respective Commanding Officer.

Voided Parking Tickets

*Officers wishing to void a parking ticket due to an error in writing the ticket must complete a "Parking Ticket Error Report" (Attachment 2). The parking ticket will be stapled to the Error Report and turned in with other completed parking tickets. Officers are not to write VOID or anything else on the original ticket.

*The voided parking ticket will be recorded on the officer's "Parking Tickets Issued Log" and then forwarded with the Error Report to the Traffic and Parking Department. The final decision to void a parking ticket will be made by the Parking Clerk at the Traffic and Parking Department (M.G.L. c90, s20A1/2).

Miscellaneous

*The Day Patrol Section Commanding Officer will be responsible for directing the Traffic Unit Supervisor to oversee the entire process of distribution and accountability of parking tickets.

*Whenever a change is made in the parking ticket distribution process and accountability or in the parking ticket itself, a directive shall be issued and it will be the responsibility of

the respective commanding officer to have all officers under their command initial the directive to indicate they have read and understood the change.

*Each officer will be responsible for carrying an adequate supply of parking tickets, for ensuring all information on a parking ticket is accurate and legible, and for turning in completed parking tickets at the end of each tour of duty.

*At the end of a specific period (every month or every three months), the Traffic and Parking Department will issue a printout of unaccounted for parking tickets. The Traffic Unit Supervisor will be responsible for followup.



Perry L. Anderson, Jr.
Police Commissioner

PLA:smc

Attachments

CAMBRIDGE POLICE DEPARTMENT
PARKING TICKETS ISSUED LOG

Officer _____

PARKING TICKETS
ISSUED:

FROM	_____	TO	_____
FROM	_____	TO	_____
FROM	_____	TO	_____

PARKING TICKETS
TURNED IN:

[illegible]

CAMBRIDGE POLICE DEPARTMENT
PARKING TICKET ERROR REPORT

TICKET # _____ DATE _____ TIME _____ AM
PM

STATE REGISTRATION

REASON FOR ERROR _____

Officer Signature and Badge Number



City of Cambridge

Maloney

39.

IN CITY COUNCIL
August 7, 1991

MAYOR WOLF

WHEREAS: It has recently been alleged that between the years 1987 and 1990 some nineteen thousand tickets were unaccounted for in the Police Department; and

WHEREAS: If true, the disappearance of these tickets would represent, at minimum, an accountability problem and certainly a violation of the public trust; and

WHEREAS: Questions have arisen as to whether the "loss" of these tickets represents administrative incompetence or ticket-fixing and, in either case, the open and long standing rumors of ticket-fixing have been reinforced in the eyes of Cambridge residents; and

WHEREAS: Progress has been made in several City departments in automation and improved accounting practices making the City of Cambridge among the most technologically advanced municipalities in the Commonwealth of Massachusetts; and

WHEREAS: It is very important that the enforcement policies of both the Police Department and the Traffic and Parking Department must be beyond reproach, and that all residents can be assured of equality in enforcement of *all* City traffic regulations; and

WHEREAS: In order to restore the trust of residents in enforcement of traffic regulations by the Police Department and the Parking and Traffic Department and, thus, in its city government, we must improve accounting practices and fully investigate the allegations around the "missing" nineteen thousand tickets between 1987 and 1990; therefore be it

ORDERED: That the City Manager is hereby requested to have an outside and independent review of the ticketing practices of the Police Department and the Traffic Department conducted at the earliest possible time; and be it further

ORDERED: That the audit investigate the validity of the charges that nineteen thousand tickets are missing, the percentage of the missing tickets that may have actually been issued, the percentage of tickets that were lost in clerical error, the percentage of tickets that were issued for parking violations and for moving violations, and the number issued and invalidated and for what reasons; and be it further

ORDERED: That, at the completion of the independent audit, the City Manager report to the City Council the outcome of the audit's findings; the measures that will be undertaken by the Police Department and the Traffic and Parking Department to improve accountability; and whether there was any wrong doing or impropriety around the allegedly missing tickets.

In City Council August 7, 1991.

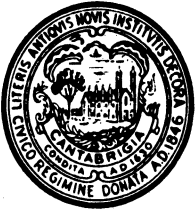
Adopted by the affirmative vote of nine members.

Attest:- Joseph E. Connarton, City Clerk.

A true copy;

ATTEST:-

Joseph E. Connarton, City Clerk.



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300

FAX. 349-4307

EXECUTIVE DEPARTMENT

ROBERT W. HEALY

City Manager

RICHARD C. ROSSI

Deputy City Manager

September 16, 1991

To The Honorable, The City Council:

With reference to Awaiting Report Item No. 67, regarding an outside and independent review of the ticketing practices of the Police Department and the Traffic Department, please find attached a response from James P. Maloney, Assistant City Manager for Fiscal Affairs as well as Police Commissioner Perry Anderson, concerning this issue.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachments

Consent Agenda # 10

S-976

Awaiting Report Item Number 67, regarding
an outside and independent review of the
ticketing practices of the Police Department
and the Traffic Department.

In City Council,

Sept. 16, 1991

Placed on file