



City of Cambridge Police Department

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OFFICE OF THE CITY MANAGER

May 2, 1996

David Degou
Acting Superintendent

Mr. Robert W. Healy
City Manager

Michael Giacoppo
Deputy Superintendent

subject: City Council Order #38, dated 4/22/96

Yvonne Hall
Deputy Superintendent

Sir:

Thomas O'Connor
Deputy Superintendent

Community policing is not a program but a philosophy or a "different way of doing business". Community policing, through various strategies, staffing, programs, etc., is being implemented citywide in all neighborhoods of Cambridge. In response to City Council Order #12 (dated 1/29/96), the Police Department provided a summary of major accomplishments to date along with a comprehensive progress report on the implementation of community policing throughout the City.

Gloria Pimentel
Deputy Superintendent

Lt. Ronald Ellis
Quality Control

Lt. Steven Williams
Community Relations

Harold F. Murphy, Jr.
Harold F. Murphy, Jr.
Acting Police Commissioner

Mr. Raymond Santilli
Planning, Budget & Personnel

Mr. Frank Pasquarello
Aide to the Commissioner

Cambridge 150th

• 1846 - 1996 •

Anniversary

CAMBRIDGE POLICE DEPARTMENT

COMMUNITY

- * reduction of reported crime in the City to a 35 year low in calendar year 1994
- * uniformed officers performing "Park & Walk" assignments (based on reported crime, calls for service, community concerns, etc.) in various neighborhoods and business districts
- * uniformed officers walking the neighborhoods, parks and playgrounds (on overtime) in the evening hours to provide visibility
- * weekly Command Staff Walks in various business and areas and residential neighborhoods of the City resulting in direct contact and conversation with the citizen
- * hiring of additional civilian personnel resulting in nine (9) police officers in traditional inside duties (including automotive mechanic) being assigned to uniformed patrol duties
- * assignment of detectives from the Investigation Section to the evening shift (first time detectives have been assigned to work late p.m. hours) for greater accessibility
- * assignment of motorcycle traffic enforcement officers to evening hours
- * revamped complaint procedures allowing citizens an easier method of filing complaints
- * Operation "Christmas Grinch" (I - V) during late November and December of each year which assigns uniformed officers (on overtime) in the business areas and various neighborhoods of the City to deter the typical holiday crimes
- * annual Open House at the Cambridge Police Department which has resulted in over 35,000 people visiting the Police Station in the last five years
- * collaboration with the North Cambridge Crime Task Force in "National Night Out Against Crime" activities
- * opening of the East Cambridge and North Cambridge Service Centers
- * publishing of the Part One Crime Reports and Neighborhood Crime Reports on a quarterly basis consisting of statistics, analysis, and predictions for the City as a whole and for the City's thirteen designated neighborhoods
- * establishment of monthly liaison meetings with commercial security representatives and Police personnel designed to exchange information

- * implementation of nationally recognized domestic violence program and initiatives (written up in the F.B.I. Bulletin and Parade Magazine and featured in a segment of NBC's Today Show)
- * formation of a Citizen's Advisory Board consisting of community members from throughout the City
- * establishment of a C.O.P. Leadership Council consisting of members representing business, clergy, government and residents throughout the City
- * neighborhood, supervisory and command markings on vehicles for easy citizen identification
- * the creation of a public service local cable access program
- * cleared up parking in front of the Police Station for easier citizen access
- * establishment of Citizen's Police Academy
- * community policing initiative subgrant reimbursement program to local organizations and groups to foster relationships between police officers and residents
- * creation of civilian positions of Neighborhood Coordinator, Elderly Coordinator, and Youth Coordinator
- * voluntary assignment and membership of officers to various neighborhood organizations

POLICE DEPARTMENT

- * reorganization of Police Department which identified excess in the supervisory and command ranks
- * the appointment of six (6) Command Staff position which reflect the diversity of the community
- * the hiring of 55 officers in the past two years which included a number of bilingual officers (Portuguese, Hispanic, Asian, and Haitian)
- * the establishment of recruitment, screening and hiring standards for all personnel (sworn and civilian, full time and part time)
- * reduction of sworn officers assigned to inside duties and reassigned to street duty
- * establishment of a Public Information Officer for better and more accurate information dissemination

- * establishment of internal staff meetings for improvement of both horizontal and vertical communication
- * reorganization of patrol sectors and routes to comply with City's designated thirteen neighborhoods
- * establishment of a Bicycle Patrol Unit to increase flexibility and accessibility
- * created open competitive system for officers and supervisory staff to compete for assignments throughout the Department
- * up-to-date replacement and maintenance of all police vehicles
- * maintenance and upkeep of a clean building and work environment
- * revamping of the Front Desk area resulting in a better appearance
- * Employee Recognition Program which awards time off with pay and parking privileges in Police Station garage
- * implementation of standard uniform and appearance (name tags, lapel badge numbers and double patches)
- * replacement of leather accessories at officer's request to improve appearance
- * increase in training opportunities for personnel of all ranks and all assignments
- * purchase of six (6) Harley Davidson motorcycles and complete outfitting of Traffic Unit
- * selection, organization and training a 20 member Special Response Team
- * increase of grant awards received by Police Department to approximately \$1M per year
- * implementation of a state-of-art Local Area Network computer system within Police Department consisting of over 30 personal computer work stations
- * establishment of internal Transition Team to assist and initiate implementation of various programs and projects

YOUTH/SCHOOLS

- * Drug Abuse Resistance Education (D.A.R.E.) program instituted in all elementary schools throughout the City

- * appointment of dedicated school resource officer assigned solely to high school
- * child safety programs (Officer "Caring", etc.) in all schools and at all age levels
- * Youth/Police Awareness program which brings a different 7th or 8th grade class to the Police Department on Fridays for two hours of demonstrations, discussion, etc.
- * bicycle giveaway program to needy and deserving young people of the City
- * in cooperation with the Y.M.C.A., the establishment of an evening basketball league
- * organization of field trips and activities for the youth of the City (fishing trips, Red Sox games, model car club, etc.) to encourage and enhance interaction between police officers and youngsters
- * formation of a Youth Advisory Board to improve relationships between the Police Department and the youth of the City

WELLNESS

- * a 42% decrease in the average sick time for patrol officers in the last five years
- * reduction of personnel on extended absence (due to sickness or injury) from a high of 15 officers in mid-1991
- * implementation of a hepatitis vaccine program for all personnel on a voluntary basis
- * the opening of a Health & Fitness Center with state of the art equipment (CYBEX exercise machines, free weights, stationary bicycles, stair machines, treadmills, rowing machine, and basketball area)

CITY OF CAMBRIDGE
POLICE DEPARTMENT

INTEROFFICE CORRESPONDENCE

To: Superintendent Harold Murphy
From: Lieutenant Steven Williams
Date: January 30, 1996
Subject: Community Oriented Policing - Progress report

Sir:

As instructed a comprehensive report outlining the Cambridge Police Department's implementation, accomplishments and progress regarding Community Oriented Policing has been formulated and is attached:

Respectfully submitted,



Lieutenant Steven Williams
Community Relations Section

CAMBRIDGE POLICE DEPARTMENT

COMMUNITY ORIENTED POLICING

Community Oriented Policing is a concept which has taken root and flourished within many communities throughout the United States. It is a philosophy whereby a partnership is formed between the police, city government, and the citizens they serve in order to collaboratively create permanent solutions to problems thereby enhancing the quality of life.

The Cambridge Police Department has traditionally been committed to service within and to the community but in the past several years there has been a concerted effort to enhance and formalize the level of commitment. A major focus has been placed on re-establishing contact with the community. Two means by which this is being accomplished is the concurrent redesigning of the geographical routes and sectors which the officers patrol and the establishment of overtime assignments of officers within the neighborhoods. All routes and sectors, along with overtime assignments, now follow the same geographic boundaries as the neighborhoods. The purpose being that personnel who work the same assignments would be better able to become familiar with the citizens of "their" neighborhood. This concept of being "joint-stakeholders" in a neighborhood is fundamental to C.O.P.

The addition of overtime officers to supplement the regular shift personnel allowed these officers to better interact with the citizens in that the requirement to clear a call and to be prepared to respond to the next call was eliminated. The officers could meet with the citizens and converse with them in depth to determine their concerns.

As 1995 began there were two groups of personnel with specific assignments within the department who were charged with carrying out much of this proactive work: The Community Oriented Policing Unit, which contained the C.O.P. Coordinator, the Bicycle Patrol Unit and the Neighborhood Coordinator, and the Community Relations Section, which contained the Crime Prevention Officer, the Safety Officer, the School Resource Officer, the D.A.R.E. Officers and the juvenile detectives. A logical step was taken early in 1995 to combine the two groups under the umbrella of the Community Relations Section. This led to an easier coordination of outreach efforts in that the direction would come from one source rather than two. The combination has allowed section personnel to greatly increase their schedule relative to community interaction.

It is the need for this community interaction which led the residents of North Cambridge to establish the North Cambridge Community Service Center. This center is located at Massachusetts Avenue and Cameron Avenue and enables residents and police to speak with each other on an informal basis in a comfortable environment. The residents are encouraged to come in and speak with the officers who are on duty there to get to know

each other. The center is staffed regularly by personnel from the C.R.S. as well as officers from the patrol force assigned to overtime duties in the area.

The staffing of a service center, located in the Galleria Mall, has had some problems as a result of inconsistent use by Mall management but these problems will be addressed in early 1996. The residents of East Cambridge have observed the situation in North Cambridge and are actively seeking an alternative site to the Mall for a Service Center.

The individual officers assigned to the Community Relations Section have also been active with the C.O.P. efforts. Most notable were the efforts of Crime Prevention Officer Susan Kale. In addition to holding seminars and lectures on issues ranging from Elder Scam, security at City Hall and Elder safety in conjunction with the Cambridge Housing Authority, Officer Kale has been responsible for a dramatic increase in Crime Prevention activities. She has worked closely with the business community to enhance commercial security. Officer Kale regularly attends the monthly Corporate Security meetings and has visited many of the small businesses throughout Cambridge. This has led to a 522% increase in the number of Commercial Security Surveys performed in 1995 as compared to the previous year. Issues such as how to prevent shoplifting, internal theft and employee safety are discussed at these surveys.

Officer Kale's focus has not entirely been with businesses though. In addition to the increase in commercial surveys, she has also worked to increase the number of Residential Security Surveys in 1995 by 128%. She has also been out in the community attempting to re-establish crime watch groups who have been active in the past and has been responsible for several new groups to be formed. In 1995 there was an increase in Crime Watch Groups (new or re-established) of 191%. In addition to these efforts, Officer Kale has also been certified as a Rape Aggression Defense (RAD) instructor and is responsible for a plan to give these valuable self defense lessons to women throughout Cambridge free of charge beginning in 1996. The funding for these series of lectures will come from the Community Oriented Policing grant as one of the Community Block Grants.

D.A.R.E. Officers Jean Murrell and George Donovan have continued their efforts to reach the youth of Cambridge in the schools. Together they have been responsible for over 700 youth receiving the valuable lessons of the curriculum. In addition they worked very closely with Ms. Catherine Durgin of the Cambridge Substance Abuse Task Force. Collaboratively they have addressed the issues of tobacco cessation and have performed "stings" at various establishments selling cigarettes through Cambridge. All of these efforts have a primary focus of preventing youth from using and abusing substances which are harmful to their well being.

School Resource Officer Natashia Tidwell has been working closely with the youth in the schools, especially Cambridge Rindge and Latin. She has been instrumental in enhancing the Nite Stop Program which provides the youth activities at the high school during the school vacation weeks throughout the year. She is also an integral part of the C.R.L.S.

Young Women's Commission. This group, comprised of various service providers (School Department, Police Department, etc.) seek out the concerns of the young women at the high school and bring them forward.

Another program for the youth of the city was revived in 1995. With funding from the C.O.P. grant the department purchased a new "Officer Caring" Child Safety Robot. Community Relations Section personnel were trained in the operation of the robot and a schedule was formulated to introduce the presentations into the elementary schools. With the third and fourth grade students targeted, the officers were able to hold the attention of the children while giving them valuable lessons on a variety of safety issues such as "Stranger Danger," "School Bus Safety," "Bicycle Safety," "Winter Safety," etc. "Officer Caring" debuted during the Cambridge Police Department Open House and has since commenced the program in the schools.

In the early months of 1995 a gang problem emerged in the lower part of Cambridge. A group of young men, with a nexus to Boston and Springfield, began to form in East Cambridge. Soon some turf issues and confrontations became evident with a shooting being the culmination. The night juvenile detectives, in conjunction with personnel from the Narcotics Unit, immediately began to intervene in the neighborhood. As a result of their efforts and the assistance of the Boston Police Anti-Gang Violence Unit, the leaders of the gang (NETA's) were indicted and arrested.

While this effectively ended this developing problem, Sergeant DiPietro and the juvenile detectives began to observe problems in other areas. As a result of this the Gang Unit was formed to combat these occurrences of gang violence. The unit's initial tasks were to observe gang issues as well as perform their duties as juvenile detectives. As their intelligence gathering progressed it became evident that the police department had to make a concerted effort in this field and a decision was made to increase the unit to three members and to take away their investigative duties. This enabled the unit to focus exclusively on the gang problem and allowed them to develop further contacts with other agencies; the Boston Police AGVU and the federal Department of Alcohol, Tobacco and Firearms among them. In addition, the Cambridge Police Department reached an agreement with the BPD - AGVU whereby when we obtain the computer software (Lotus Notes) they use for their Gang data base, they would give us the programming needed to communicate with them, allowing us to tap into their extensive files.

As an extension of this collaboration several members of the section have been working with probation personnel from the Third District Court to deal with repeat offenders and problem individuals. Assistant Chief Probation Officer Gil Sakakeeney and I discussed an arrangement whereby probation officers would be assigned to the various neighborhoods in Cambridge (as well as other communities they serve). This would serve several purposes. It would allow the probation officers to focus on their "clients" of a smaller geographical area and get to know them better. It would also allow the probation officers and the police officers assigned to the area to get to know each other with a subsequent enhanced exchange of information and ideas on how to take the repeat

offenders off the street. We also discussed the possibility of having the probation officers ride with police officers, in effect creating a quasi "Warrant Squad." The probation officers would know the conditions of probation of various individuals and together we would be better equipped to enforce them. This effort has seen limited, but encouraging, results as most of the probation officers have not participated, citing union issues and safety concerns. Those probation officers who have worked with the Gang Unit have greeted it enthusiastically and continue their efforts.

One of the cornerstones of the Community Oriented Policing effort is the establishment of the Bicycle Patrol Unit. When it was first formed in 1994 and they began riding in the neighborhoods, the residents enthusiastically greeted them. Quite often the officers would be hailed by a resident who would then speak with them for long periods of time. As 1995 began the BPU members, while beginning to establish themselves in the various neighborhoods, were performing patrol-supplement functions. They would respond to calls from the Communications Unit and often would be given patrol assignments. An attempt was made to focus their efforts based on data obtained from the Crime Analysis Unit. They were given "Allocation Sheets" which would direct them to address emerging crime patterns. Because of the patrol assignments and the reduction in the number of BPU members (two of the original six members had been reassigned by June of 1995) the Allocation Sheets became ineffective and the program was discontinued.

Throughout all of this the officers were able to establish various programs, most of them utilizing the concept of youth-police interaction. Officer Donald Lucey developed, in conjunction with the managers of the three McDonald's restaurants in Cambridge, an Ice Cream Voucher Program. Vouchers were printed and given to children who were observed wearing a helmet while riding their bicycle. These vouchers, given to the youth by a police officer, could be redeemed at McDonald's for a free ice cream. This program saw limited success as a result of the delays encountered with the printing of the vouchers but the program will begin again very early in 1996.

Officer Kevin Dottin (with later assistance from Officer Oswaldo Ortiz) began a Bicycle Giveaway Program. He recognized that many abandoned bicycles were recovered and, with the exception of a few of them being turned over to the School Department for repairs and distribution, many were wasting in the storage areas in the police station. He contacted a bicycle repair shop in Cambridge would take many of these bicycles (after a thorough check of serial numbers) to the repair shop. At the shop, the repairperson would take parts from the worst bicycles in order to repair the better ones which would then be returned to the police department. These repaired bicycles would then be given to several students from all of the elementary schools. A date in December was set for the giveaway to occur but inclement weather prevented the event from taking place. The bicycles will be given away in March of 1996 and the program will continue with more bicycles going to the repair shop for future giveaways.

Officers Thomas Ahern and Donald Lucey prepared and conducted two "Bicycle Rodeos" in 1995. These events, held in conjunction with the Frisoli and Moore Teen

Centers, enabled the BPU members to demonstrate their skills on the police mountain bicycles while teaching the youth how to safety ride their bicycles. In addition to these instructions, all children who attended the rodeo and did not possess a proper helmet were supplied one by the officers. These helmets were acquired for this purpose through the C.O.P. grant. The two rodeos held in the fall of 1995 were a prelude to several which are planned for 1996.

Officer Anthony Santiago worked throughout most of the summer and fall with the residents of the Paine Park area. A newly formed group at that location asked the police department for a police liaison to help them address issues in the neighborhood. Officer Santiago volunteered and has continued this work. While it was originally thought most of their issues were crime related, it was soon determined that many were quality of life issues over which they had a certain level of control. The residents began to work with Officer Santiago and themselves to solve these issues.

Several members of the police department have begun to work with the residents of East Cambridge. Two community groups are functioning there; the East Cambridge Planning Team and the East Cambridge Crime Watch. Lieutenant James Hallice and Officer Maureen Ford have been and continue to work with the planning team while Officer Thomas Ahern is working with the newly formed crime watch group. The neighborhood concerns are brought back to the police department where they are brought to the attention of the appropriate commanding officer. The groups are currently attempting to locate a viable site for a new service center in the neighborhood.

Officer Dottin, for the last two years, has worked with the Men of Color Task Force with their annual Hoops'N Health event at the Moore Teen Center. This event targets neighborhood men who range in age from the mid twenties to fifty and stresses the need for them to obtain regular doctor's check ups and to maintain their physical health. Officer Dottin has also begun the Remote Control Car Club. Through the grant he purchased several remote control cars and with Officer Darren Fry brings the cars to several schools. There he has set up competition among the youth who race the cars. In 1996 it is hoped that a league may be set up for this competition.

With only 4 officers performing these tasks and the communities seeking liaison with individual officers, it quickly became apparent that a shift in the focus of the BPU was needed. With that in mind, a determination was made to increase the number of officers back to the original six and that a sergeant would be assigned to supervise their efforts. By the end of November this was accomplished.

In addition to these added personnel, a new vision as to their function was formed. The goal of the Cambridge Police Department regarding the full implementation of Community Oriented Policing is to have all of the personnel within the department understanding and utilizing the philosophy. It was understood, by some, that this effort would take a longer period of time but that it would result in a more effective implementation. We resisted the establishment of a dedicated team. In June of 1995

several members of the department went to Baltimore County, Maryland to work with their nationally recognized police department personnel (a full description of the training will follow). One of the thoughts which was brought back from the training is that a dedicated team of officers who would accomplish many of the primary tasks pertaining to C.O.P. would not necessarily be detrimental. With this thought in mind, a decision was made to request that a dedicated team of 12 patrol officers and 2 sergeants be established in Cambridge. This would allow the department to assign one officer to each neighborhood within Cambridge for the purpose of being a liaison to that neighborhood.

A decision was made not to increase the numbers to 12 and 2 but rather keep them at 6 and 1. However approval was given to assign these officers to the neighborhoods. The officers were assigned in December as follows: Officer Thomas Ahern is assigned to Neighborhoods 1 & 3, Officers Kevin Dottin and Oswaldo Ortiz are assigned to Neighborhoods 4, 5 & 7, Officer Anthony Santiago is assigned to Neighborhoods 6 & 8, Officer Oral Bynoe is assigned to Neighborhoods 10, 12 & 13, and Officer Donald Lucey is assigned to Neighborhoods 9 & 11. This new focus allows the officers to spend more time in the neighborhoods to which they are assigned. They are not "tied to the radio" and waiting to be dispatched to a call. They are able to dedicate blocks of time to speak with the residents or establish contacts with the businesses in their areas.

While this new arrangement has been met favorably by the officers and the people in the neighborhoods, we recognize that there is some skepticism from other members of the police department. A valuable lesson learned from the Baltimore County training is that if a dedicated team of officers and supervisors performing C.O.P. duties does not constantly communicate with other members of the department regarding the problems in the neighborhoods in an attempt to elicit their input and ideas a natural consequence is that the other officers will ignore the problems with a simple determination that it should be addressed by the dedicated team and not them. This communication is essential as without it the rest of the department will slowly begin to become a reactionary department with no involvement with the community. In addition the personnel of the dedicated team come to be viewed as an elitist group who are separate from the rest of the department. This is one of the greatest dangers during the implementation of Community Oriented Policing. Establishing and enhancing these communication venues are a major objective in our efforts.

There are other components to the Community Oriented Policing effort. There was a recognized need for a person who was both familiar with grassroots organizations and could coordinate the activities of these various groups throughout the city with the efforts of the police department. The police department was fortunate that a person was identified for this position who was recognized as a leader in one of the neighborhoods and was interested in the position of Neighborhood Coordinator.

Since being hired in June of 1994 Ms. Vicky Boulrice has been the driving force behind the outreach efforts to the community. Much of the coordination of effort is progressing

through her work with the groups and with the C.O.P. Leadership Council. Issues and problems are being identified and discussed and solutions being formulated.

One of the major methods of accomplishing this was the establishment of Community Block grants. In the C.O.P. grant a component for assistance to the community groups was written in. It was determined that this assistance would best be utilized in the form of small block grants to be given to viable community groups who would apply for funds of up to \$500. These groups could determine the time of activity or event the funding would be used for. The primary criteria for the awarding of these grants was that the main objective would be to create or enhance the police-community nexus. The events for which approval was given included an Awareness Day and Information Exchange, several youth pool parties, a canoe trip, a multicultural festival, a deaf awareness lecture and video project, a police/youth night at the Red Sox, a graffiti removal event, an Alzheimer's wandering project and several fishing trips. In all, approximately 25 events were approved with almost \$10,000 being awarded, all of which was coordinated by Ms. Boulrice.

Ms. Boulrice is also an integral part of the Leadership Council. Until the election of co-chairpersons for the group in November of 1995, she coordinated most of the activities of the council. She has also worked very closely with members of the Transition Team, especially the chair Sergeant Patrick Nagle. This informal relationship has enable her to gain insight into the perspectives of the officers as well as the administration into the implementation of C.O.P. She and Sergeant Nagle appeared on a CCTV show, "Law and Politics," to discuss the phases of implementation and the collaborative process. Ms. Boulrice has also formulated a proposal to have a graphic designer put together a brochure for distribution which will outline the department's resources and describe the implementation of C.O.P. She also worked extensively with Officer Rick Riley in formulating the C.O.P. grant proposal for 1995-1996 which, when awarded, amounted to over \$380,000 of funds which will be used to continue these efforts.

There were two segments of the population whose members perceived they did not have a voice in the community. Both the elderly population and the youth of the city believed their concerns and issues were being ignored. A determination was therefore made to hire a coordinator for each of these groups whose primary function would be to perform outreach and address their issues. These two positions, Elder Service Coordinator and Youth Outreach Coordinator, were filled in June of 1995. With these positions came another shift in the duties of Ms. Boulrice. Since she had been working in the community over the past year it was determined that she would be the best suited to coordinate the efforts of the two new positions. She was therefore charged with performing the role of supervisor and coordinator and liaison to the C.O.P. Coordinator, Lieutenant Williams.

The Elder Services Coordinator, Ms. Elizabeth Seelman, began her work in June by reaching out to the various other service providers in an effort to determine what resources were available for the seniors of Cambridge. Once this was determined she then began to work more closely with the seniors themselves. She accomplished this by

collaborating with the Cambridge Housing Authority and set up a regular schedule of visits to the various elder complexes. One of her first tasks was working with C.H.A. security and Officer Susan Kale in alleviating a problem in the complex at 2050 Massachusetts Avenue. In addition she has worked closely with Officer Susan Kale in establishing Senior Safety Walks during which the seniors are given instructions on how to best prevent a crime from occurring to them.

Ms. Seelman also has been instrumental in the formation of the Grey Owls Task Force. This group, comprised of seniors in various parts of the city, is a crime watch group for them. They are given instructions on issues of safety within their buildings and neighborhoods as well as watching out for strangers. They are also told to beware of scams and on the proper way to safely let someone into their building or apartment. The group has determined that their primary focus will be on elder safety issues. This group continues to meet and should expand in 1996. She also assisted in the opening of the Senior Center in Central Square. At the Grand Opening she established an informational table and distributed safety literature to those in attendance.

The Youth Outreach Coordinator, Mr. Jamisean Patterson, at the time of his hiring was an established presence with the youth in the community. He had been working with them for several years on a part time basis with Human Services and viewed this new position as an opportunity to expand his efforts. He spends much of his time in the community, as do all three of the civilian coordinators, but he dedicates his time to the youth when is best suited for them. Instead of focusing on a weekday time schedule Mr. Patterson is quite often observed working on Saturday or Sunday evenings well past midnight just to be with the youth. It is this dedication shown to the youth which allows him to gain their trust and open the dialogue needed to determine their problems.

A major component of his efforts in allowing the youth to believe their voices and concerns will be heard is the establishment of a Youth Advisory Board. This board is comprised of fifteen youth, both male and female, ranging in age from 13 to 18 who are from all parts of the city. They were selected based on their maturity, interest and dedication to being a representative for the youth of their neighborhoods. This is a great sacrifice for some of them as many of the youth do not trust the police or the city government and are skeptical of any promises made to them. This group, formed in December, have taken the challenge and are prepared to act in their liaison role. They will be charged with determining the problems of the youth and bringing these problems forward. The board's efforts will be coordinated by Mr. Patterson.

Mr. Patterson has also taken advantage of the Community Block Grant program. Through it he has been able to take youth from the city on fishing trips, Red Sox games, various shows (the "Nutcracker" being one of them) as well as other events. He also brought a group of youth to the Neville Manor during the Christmas season to sing holiday carols to the elders there. He dedicated much time and efforts in assisting the North Cambridge Crime Task Force in their National Night Out event which was held in August.

He also was the prime mover in the implementation of a Baseball Card Program for the Cambridge Police Department. Over 70 personnel from the department applied to be part of the program from which 40 were selected. These 40 would have their picture taken along with a brief biography, both of which would then be printed onto baseball cards. The officers would then be able to give these cards to citizens with whom they came into contact as a way of introducing themselves on a more personal level rather than official level. In this way the citizens would instantly know some information about the officer and of some of their interests. This program was to be completed in December but due to a change in the bidding process by City Hall, the program was put on hold until 1996.

Another component of the implementation of Community Oriented Policing is the Leadership Council. This group, formed in August of 1994, is a gathering of representatives from various facets of the community. Community group leaders, city department heads, clergy and business persons among others meet once a month to bring forth issues. The purpose of this council is to address these issues, which are prioritized by a steering committee of the group, at each meeting so that a solution can be determined and implemented. With representatives in attendance who can provide the services needed to solve these problems, real solutions are being formulated rather than just constantly discussing the issues and never really solving the problems.

The council established the steering committee to set the agenda for the meetings. With so many issues being presented by the representatives, it was determined that a smaller group would prioritize these issues and bring them forth. This committee also meets once a month but at a separate time from the council. During much of 1995, the Neighborhood Coordinator acted as the chair of both groups but since the council members began setting their own agenda it was felt that the head of the group should be one of them rather than Ms. Boulrice. In this way it would be clear that the direction of the groups would be community generated rather than from the police department. In November an election was held and Ms. Gail Enman of CASPAR and Mr. Ed. Mitchell of the Cambridge Housing Authority were elected as co-chairs.

One of their first tasks was to coordinate the efforts of the Leadership Council's presentation at a City Council hearing relative to the implementation of C.O.P. This was held on November 13th with several members of the department in attendance (Commissioner Anderson, Transition Team chair Sergeant Patrick Nagle) along with Leadership Council members (Ms. Enman, Mr. Dunphy, Mr. Ryder, Mr. Patterson, Ms. Seelman, Ms. Boulrice). The need to include all facets of the community in the implementation of the philosophy was stressed. The importance of the inclusion of all three main components, citizens, police and government, was stressed. In order for C.O.P. to be truly successful all three components must understand their role. Mr. Ryder and Mr. Dunphy stated their commitment to C.O.P. as they both have had favorable experiences while working with the Leadership Council. They both recognized that the Leadership Council meets only to come up with solutions rather than just complain about situations and asking the service providers to solve them. The City Council hearing was

a success in that it enabled many citizens to learn more about C.O.P. and, in fact, since the hearing there has been an increase in the requests for more information about it and the Leadership Council.

The Leadership Council addressed several important issues during 1995. The first of these was the problem of residents and businesses not shoveling their sidewalks after a snowstorm. Mr. Dunphy and several City Councilors attended a meeting and as a result of that meeting the Snow Card project was formed. Several thousand snow cards were printed which would be given to representatives of the various neighborhoods. These cards had several components to them and were used strictly as an educational tool. Citizens who were given the cards were instructed that they could deliver the cards to thank those who did in fact clear their sidewalk of snow. The card also had a notation of the requirement of residents and businesses to clear their sidewalks of snow and the sanctions involved with not complying. On the back of the card was a place to list resources available (youth, snow removal contractors, etc.) who would be available to assist the landowner in removing the snow. The community groups would identify these resources and would list them on the back of the card.

Another issue discussed at a meeting was the outreach regarding the transients in the Central Square area. This was as a result of the expansion of the CASPAR facility on Albany Street. Some questions were presented such as "Who is the best agency to call?" "What are the roles of the police and other service providers?" While there were no permanent solutions as a result of the meeting, the awareness level of the problem was greatly increased and a determination to continue follow-up work in this area was made.

Another meeting of the Leadership Council was dedicated to asking the command staff of the police department to discuss the progress and problems with the implementation of C.O.P. This was held in December and the command staff was invited back for a follow-up meeting in 1996. City Manager Healy attended a steering committee meeting and confirmed his commitment to the work they were performing and to the philosophy itself. He pledged full cooperation for this effort. The Leadership Council has also addressed issues surrounding the use of open spaces in Cambridge and the conflicts between dog owners and non-owners.

An internal component of C.O.P. is the Transition Team. This group consists of representatives from the various units within the police department who meet to discuss internal concerns regarding the implementation of C.O.P. There are currently 17 members of the team who meet either monthly or bi-weekly, depending on issues to be discussed. The primary role of the team is to function as a liaison between the members of the department who they represent and the C.O.P. Coordinator and command staff. They are responsible for explaining the tenets of C.O.P. to their peers and to bring the concerns of their peers forward.

They also have assumed the role of assisting the Community Relations Section personnel in their outreach efforts. In this vein, members of the Transition Team were responsible

for the establishment, in conjunction with the Y.M.C.A., of the Late Night Basketball League. During the summer of 1995 youth came to the Y.M.C.A. for two nights each week to compete against each other (and against the police). On Tuesday evenings a league of six teams of youth ranging in age from 14 to 17 competed for a year end championship. Each team was coached by a police officer and the games were officiated by police officers. Champions of the league were determined at the end of the summer and a cookout was held on Green Street after which 50 youth were taken to a Red Sox baseball game. The All-Stars of the league were also matched against the best from the Boston program in several games. This format was similar on Thursday evenings with the difference being that the league was for youth ages 17 to 19.

In addition to this formal competition, each night a group of youths were selected to play, after the league games, against the police officers present. As the police officers were older and more experienced than the youth these early games were won easily by the police. As the weeks progressed the youth became obsessed with beating the police team and each week the scores got closer until finally they did beat them. This friendly competition enabled the officers and youth to know each other better and friendships were born.

The members of the Transition Team recognized that while the residents of the community were being informed about C.O.P., there was little outreach to the business establishments. To accomplish this the team decided to divide the city's business districts and each member of the team was charged with conducting Commercial Walks in the various areas. Working in these districts the team members were instructed to initiate police-business contact, explain the concepts of C.O.P. and to update the Emergency Listings of the businesses. The members found quite often that they could not keep to their timetables as many of the business owners were so pleasantly surprised with the member's visits that they would keep them there much longer than anticipated. The response from the business owners was overwhelmingly positive and many pledged whatever support was needed.

The Transition Team also accepted the task of coordinating the first Cambridge Police Department Citizen's Police Academy. Beginning in May, they began the logistics of the academy by determining the curriculum, seeking instructors and setting a schedule. The instructors were volunteers from the police department and the participants were selected from applicants from various parts of the city. Eighteen participants were in attendance at the first session which was held on August 22nd and coincided with the Annual Open House. During the following ten weeks the police instructors and the participants bonded in such a way that the participants understood what it is to be a police officer in the City of Cambridge and what our functions and roles are. The participants were allowed to see a side of police officers very few have the opportunity to see. They got to know the instructors and Transition Team members in attendance as people rather than figures in a blue uniform. The academy culminated with over 75 persons in attendance at the graduation on October 26th. At the graduation it was announced that the police department and Transition Team would be holding the next academy early in 1996.

Various trainings were held during 1995 which were designed to increase the awareness of C.O.P. The first of these was the Phase II training by Community Research Associates. In May of 1994 CRA conducted Phase I during which members of the department were given an overview of C.O.P. During the Phase II training, held in January of 1995, the personnel were given a more in depth discussion of the philosophy and how it pertains to them in their role within the department. To accomplish this the training was broken up into several workshops. One workshop, Patrol Techniques - Problem Identification and Resolution, was targeted for patrol officers working in the various neighborhoods. It gave them insight on how to look at problems with the emphasis on resolution to the problem. Another workshop was specifically for supervisors and addressed the need for them to allow the patrol officers freedom and latitude with regards to time spent working with the community. If the attitudinal changes from reactive to proactive and coactive are not made it would be very difficult for the most ambitious officer to address community issues in depth. Other workshops specialized in Cultural Diversity, Transition Team instructions and Leadership Council training.

In March, a small group of supervisors were afforded the opportunity to participate in a Time Management seminar. This seminar showed the supervisors how to make better use of one of their most precious resources; time. It showed how, with a little planning, individuals can accomplish many more tasks than thought possible through the effective use of their time. A valuable lesson from this seminar was that with more time much more can be accomplished. All department personnel stated they enjoyed the seminar and are reaping the benefits from it.

In May and September, Mr. Peter Bellmio lectured to most of the superior officers and command staff about the importance of understanding their roles and collaborating with each other in order to have a more functional police department. Participants were encouraged to discuss their issues freely. Much was discussed with the results being that more communication needed to take place and the command staff should include the superior officers more in the major decisions made within the department. With this empowerment would come more responsibility and more efficient flow of ideas.

In June, twenty-four members of the department, mostly Transition Team members, traveled to Baltimore County. The purpose of the trip was to work for one week with members of the Baltimore County Police Department and learn the extent of their C.O.P. efforts and commitment as well as gain knowledge of their Problem Solving Techniques.

One of the first impressions which was detected by Cambridge Police Department personnel was that much of the activity being performed by members of the B.C.P.D. is already being done in Cambridge. One major difference is that much of B.C.P.D.'s work is recognized and publicized while those of the C.P.D. is not. It just occurs in the normal course of duties. Another is that there is evidence of high levels of coordination between command staff and personnel on the district levels. This is not to say it is occurring in all

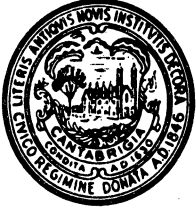
districts though. We observed that where the district Major emphasizes C.O.P. the philosophy filters through all ranks to the lowest levels. If the Major or the command staff does not believe in it the initiative is stifled. In those districts where it works there is also familiarity and trust among all personnel within a district, regardless of rank. It was not uncommon to hear a patrol officer call a Captain or Major by his/her first name. This openness and comfort breeds the knowledge that all personnel are encouraged to perform their duties and responsibilities as they see fit with a high level of inherent trust. As one patrol Sergeant phrased it when asked who was supervising his personnel while he attended a meeting; "They are out there while I am at this meeting. They do not have, nor do they need a supervisor on the street at all times because they know what their responsibilities are and what I expect of them. They will do the right thing."

The C.P.D. personnel who attended this training observed this initiative but they also observed that, in some precincts, the specialized units began to view themselves (as did other personnel in their precinct) as totally separate from the rest of them. They began to take liberties with this freedom and latitude and quickly viewed themselves as elitists. This resulted from a lack of effort to effectively communicate their role within the precinct and how their work impacts the work of the rest of the personnel and the community. It is this communication which enables a specialized unit to function properly within a police setting and it is this communication which we must strive to enhance. It must be performed both vertically and horizontally in order to allay any misconceptions about roles. We must accomplish this so that C.O.P. will thrive and succeed.

When we began our journey of the implementation of Community Oriented Policing we knew the road would be difficult. The literature of the time and the experts in the field told us that full implementation within any police department and community would take seven to ten years. Subsequent literature from the Department of Justice observes that in larger communities, such as Cambridge, the implementation would be generational meaning ten to fifteen years. Cambridge has had a formalized implementation of the philosophy for less than two years. We have made great strides in that time. We have given instruction to over 80% of the department, in one form or another, in the tenets of C.O.P. We have functional liaison with the community through the Neighborhood Coordinator, the Youth Outreach Coordinator, the Elder Services Coordinator and the Leadership Council. We have a vibrant and enthusiastic Transition Team who are committed to C.O.P. and who have taken the initiative of developing and accomplishing many projects which enhance this implementation. We have a cohesive group of personnel (Community Relations Section) who understand that their primary role is to work closely with the community and to spread the philosophy.

We recognize that with all of these accomplishments we still have some inadequacies. When we began the journey we believed that, to be successful, we would need the commitment of over 65% of department personnel. While we still strive for this or loftier goals we now recognize that we can still accomplish much with a smaller cadre of dedicated personnel should the others decide not to believe. An example of this is the

Baltimore County Police Department whose personnel estimate that they have approximately 30% commitment within their department and still excel in the field. The largest tasks we have before us are to enhance existing lines of communications and open those which are closed. We also must communicate to the three important groups involved, the police, the citizens and the government, that this process does not occur in a short period of time and that patience must be maintained. Without this understanding and patience mistakes will be made which may prove irrevocably damaging to the successful implementation of Community Oriented Policing.



9.

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

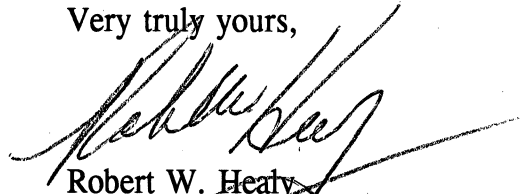
RICHARD C. ROSSI
Deputy City Manager

May 13, 1996

To The Honorable, The City Council:

Please find attached a response to Awaiting Report Item No. 25, regarding a report on how community policing is being implemented in the Mid-Cambridge area, received from Acting Police Commissioner Harold F. Murphy.

Very truly yours,



Robert W. Healy
City Manager

RWH/mec
attachment

Consent Agenda #9

S-276

Relative to Awaiting Report Item
Number Twenty-five, regarding a
report on how community policing
is being implemented in the Mid-
Cambridge area.

In City Council May 13, 1996

*Referred to Police Dept.
for specifics about
mid-Cambridge.*