



# City of Cambridge

Communication No. 10

IN CITY COUNCIL

December 10, 1984

COUNCILLOR WOLF

ORDERED:

That the City Manager be and hereby is requested to give serious consideration in the preparation of the FY 85-86 budget to the request by the Fire Department for the sum of \$50,000. in order to create a Hazardous Material Squad within the Department, as well as to the request of the Police Department for the appropriation of \$5,500. to computerize the Accident Investigation Bureau.

In City Council December 10, 1984.  
Adopted by the affirmative vote of 9 members.  
Attest:- Paul E. Healy, City Clerk.

A true copy;

ATTEST:-

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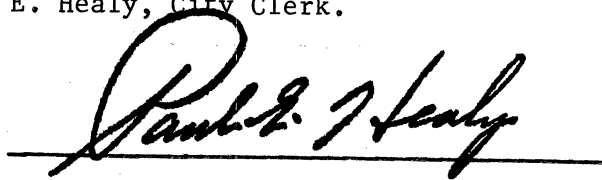
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CAMBRIDGE POLICE  
DEPARTMENT

Anthony G. Paolillo  
Chief of Police

December 5, 1984

## ORGANIZATION

The Cambridge Police Department is organizationally divided into ten divisions (see organizational chart, Exhibit 1).

The OFFICE OF THE CHIEF consists of a number of administrative tasks which are essential to the operation of the Department. In addition to the Executive Aide, the office includes Planning, Budget/Personnel, Accounts Payable/Receivable, Public Information, Intelligence, and Special Units (S.W.A.T. and Tactical Squad).

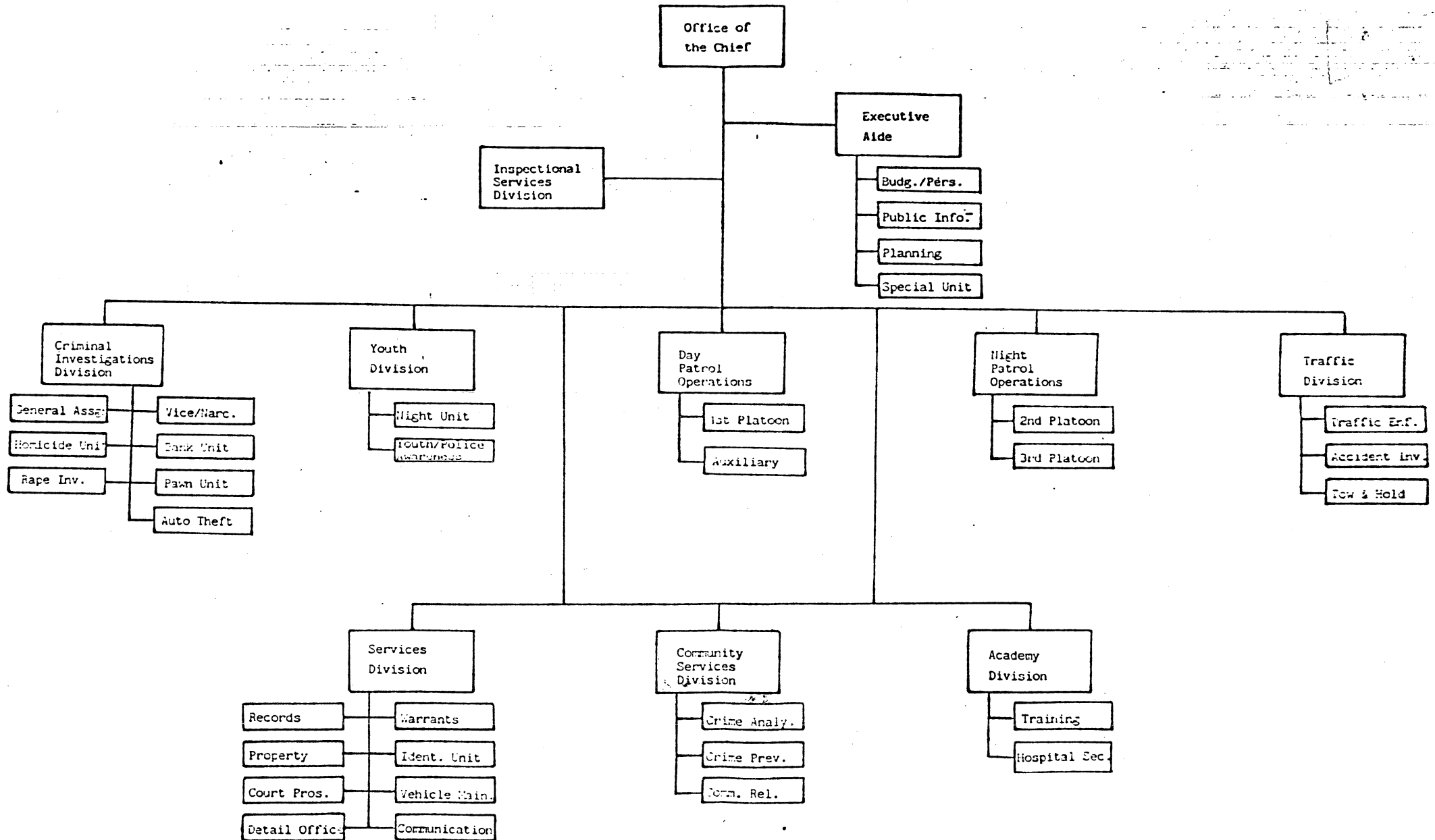
The INSPECTIONAL SERVICES DIVISION is responsible for the investigation of citizen complaints against police officers, as well as staff investigations ordered by the Chief of Police. The staff also assists in Trial Boards and Administrative Hearings when directed by the Chief.

Patrol has as its' primary responsibility the delivery of police services to the community. As the Department's primary manpower resource, it is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity, and the maintaining of peace as well as performing numerous other miscellaneous services. Patrol is divided into DAY PATROL OPERATIONS and NIGHT PATROL OPERATIONS.

The TRAFFIC DIVISION is comprised of Traffic Enforcement, Tow & Hold, and Accident Investigation. The primary responsibility is traffic law enforcement as it applies to statutes, ordinances, and legally authorized regulations relating to the use of streets and ways. The Division also assists the Department of Public Works during street cleaning and snow emergencies.

The CRIMINAL INVESTIGATIONS DIVISION is subdivided into various units specifically responsible for the investigation of crime. Units assigned include General Assignment, Homicide, Rape Investigation and Prosecution, Auto Theft, Vice/Narcotics, Check, and Pawn Units. The Rape Investigation Unit, recently established, meets the requirements of Massachusetts General Law, c41, s97B, which states a police department must set up a specialized unit to improve the quality of rape reporting, counselling, and prosecution.

CAMBRIDGE POLICE DEPARTMENT ORGANIZATIONAL CHART



The YOUTH DIVISION coordinates and records all juvenile arrests and complaints within the Department. In recent times, changes in theory have resulted in the belief that the police role in dealing with juveniles is significant enough to require separate organizational status. The Division handles child abuse and neglect cases in conjunction with the Department of Social Services and all child in need of services (C.H.I.N.S.) cases such as runaways, stubborn children, truants, etc. The Division works in close liaison with the School Department and all schools within the city.

The SERVICES DIVISION has the major responsibility to act in a support function for the Department. The Division consists of the Records Section, Property Section, Vehicle Maintenance, Warrant Unit, Identification Unit, Court Prosecution Section, Communications Unit, and the Detail Office.

The COMMUNITY SERVICES DIVISION, made up of Crime Analysis, Crime Prevention, and Community Relations, primarily acts as the Department's liaison with the community. Educating the community on what they can do to protect their property and themselves is the responsibility of Crime Prevention. The Crime Analysis Unit is oriented towards assisting the Department in meeting the basic objectives of crime prevention and suppression, apprehension, and recovery of stolen property. The Unit performs these functions by identifying, assembling, and disseminating information concerning crime patterns and trends. The Division also coordinates all Department activity pertaining to the 13 Crime Watch Groups throughout the city.

The Francis A. Pisani Police Academy is approved by the Massachusetts Criminal Justice Training Council in accordance with M.G.L. c41, s96B. The major goal of the ACADEMY DIVISION is to improve the capability of the Department and to provide career development oriented on-the-job training and sensitivity training for its' officers.

#### STAFFING

The Cambridge Police Department currently has a total of 262 sworn officers. Exhibit-2 shows the breakdown of sworn personnel for the beginning of the last three fiscal years and the present complement. Exhibit 3 shows the breakdown of sworn personnel by rank and assigned division.

EXHIBIT 2

Cambridge Police Department  
Sworn Personnel Staffing

	<u>July 1, 1982</u>		<u>July 1, 1983</u>		<u>July 1, 1984</u>		<u>December 1, 1984</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
Chief	1	-	1	-	1	-	1	-
Captain	7	-	9	-	8	-	7	-
Lieutenant	14	-	24	-	21	-	19	-
Sergeant	30	-	33	-	29	-	37	-
Patrol Officer	<u>205</u>	<u>8</u>	<u>189</u>	<u>9</u>	<u>179</u>	<u>8</u>	<u>185</u>	<u>13</u>
	257	8	256	9	238	8	249	13
TOTALS		265		265		246		262

EXHIBIT 3  
CAMBRIDGE POLICE DEPARTMENT  
STAFFING CHART

	<u>CHIEF</u>	<u>CAPT</u>	<u>LIEUT</u>	<u>SERGT</u>	<u>PTL</u>
Office of the Chief	1		1		3
Executive Aide			1		
Special Unit					3
Criminal Investigations Division		1	3	5	15
General Assignment Unit			2	3	6
Vice/Narcotics Unit			1	1	6
Bank Unit					1
Auto Theft Unit					1
Licensing					1
Youth Division			1	1	5
Day Patrol Operations		1	1	5	38
First Platoon			1	5	38
Night Platoon Operations		1	5	15	91
Second Platoon			3	7	46
Third Platoon			2	7	45
Traffic Division		1	1	2	14
Traffic Enforcement Unit			1	1	12
Accident Investigations Unit					2
Tow & Hold				1	
Services Division		1	3	7	30
Records Section			1	1	3
Property Section				1	2
Warrant Unit			1		1
Identification Unit				1	1
Court Prosecution Unit			1	1	1
Vehicle Maintenance					2
Communications Unit				2	19
Detail Office				1	1
Academy Division		1	1	2	
Training Unit			1	1	
Hospital Security				1	
Inspectional Services Division		1	1		1
Community Services Division			1	1	1
Special Assignment			1		
Department Totals	1	7	19	37	198

TOTAL - 262

Over the last two and a half years, the sworn personnel staffing of the Department has remained at the same level even though a total of 42 new officers have been added in the same period. Retirees during the period have been numerous while several officers have been dismissed from the Department due to disciplinary measures. In 1980, the average age of all officers in the Department was 48.4 years old. Currently the average age of all sworn personnel is 43.0 years. Seventeen officers in the Department are currently over 60 years of age.

Of the 262 sworn complement, seven (7) officers are on extended sick/injury leave. These include:

- Lieutenant I. Nolan (sickness) out since 09/10/84
- Lieutenant O. Yemma (heart) out since 10/28/84
- Sergeant J. Halloran (arthritis) out since 11/23/83
- Officer E. Lowe (knee) out since 08/19/84
- Officer J. Mearn (back) out since 01/05/84
- Officer J. Carbone (heart) out since 05/07/84
- Officer P. Puyzn (back) out since 04/22/83

#### STATISTICS

There are a variety of statistics which can be used in the portrayal of crime in a community. To best depict total crime and to provide the most meaningful data, the Cambridge Police Department participates in the Uniform Crime Reporting (U.C.R.) program. Because of the seriousness and frequency of occurrence, seven offenses (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft) comprise a crime index and serve as indicators to crime trends.

Exhibit 4 shows the City of Cambridge's U.C.R. statistics for the last six years. Overall, crime in Cambridge continues a steady decline begun in 1982. All offenses included in the crime index are on the decline in 1984 as compared to 1983. If crime reporting continues at its present rate through the end of the year, the City of Cambridge will record its lowest crime rate in 15 years.

Exhibit 5 shows comparative traffic enforcement statistics for the last

EXHIBIT 4

Uniform Crime Report Statistics

	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u> *
Murder	2	2	3	4	7	5
Forcible Rape	46	51	28	30	37	28
Robbery	378	431	517	484	448	293
Aggravated Assault	436	461	389	344	445	301
Burglary	2377	2357	2745	1740	1630	1223
Larceny - Theft	2613	2893	3586	3959	3287	2522
Motor Vehicle Theft	<u>2278</u>	<u>1814</u>	<u>1545</u>	<u>1931</u>	<u>1699</u>	<u>1175</u>
TOTALS	8130	8011	8826	8492	7563	5551 *

\* 1984 figures are for first ten months of the year.

EXHIBIT 5

Traffic Enforcement Statistics

	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984*</u>
Citations	5,910	5,357	11,638	17,439	23,314	14,988
Parking Tickets	-**	-**	-**	188,022	159,661	137,634
Reportable Accidents	4,725	4,849	5,272	4,928	4,772	3,700
Fatals	5	3	3	2	1	6

\* 1984 figures are for first ten months of the year.

\*\* Parking ticket figures not available.

six years. In 1983, citations were up 400% over 1980 while reportable motor vehicle accidents were down 2% over the same period. Fatals in 1984 are the highest recorded since 1976.

#### MANPOWER ALLOCATION

The term allocation is used in the following narrative to mean the determination of the overall manpower for the Department and for each division within the Department. Primarily, the narrative will focus on the uniformed patrol officers assigned to Day Patrol Operations, Night Patrol Operations, and Traffic Division. Supervisory staff is not taken into account.

PATROL It is assumed that each officer in the Department is capable of an amount of work equal to all other officers. A basic "man-year" in a police department is made up of 365 eight-hour tours of duty. There are currently 130 officers assigned to the patrol divisions. Multiplying this figure times 365 days a year equals 47,450 potential man-days available. From this, the number of days lost due to various factors are subtracted in order to derive the actual man-days available.

Potential man-days available		47,450
Less: Days off	15,817	
Vacation time	3,879	
Sick leave	1,690	
Injury leave	260	
Training	520	
Miscellaneous	75	
	<hr/>	- 22,241
Actual man-days available		25,209

- Notes:
1. Days off are calculated on officers working a 4-day on, 2-day off schedule.
  2. Vacation time are the days eligible for 1985.
  3. Average sick leave over the last three years is 13 days per officer per year.
  4. Average injury leave over the last three years is 2 days per officer per year.
  5. Each officer is scheduled for four days of in-service training each year (5% of the personnel each session).
  6. Miscellaneous loss includes bereavement and military leave.

The ratio of 25,209 to 47,450 is the same as 1 to 1.88. For every officer who is actually available for duty, 1.88 officers must be assigned to cover. This ratio is designated as the assignment/availability factor.

Calculating the number of officers that are actually required on a given shift is not without fault. Many factors enter into the decision including crime rate, calls-for-service, neighborhood, population, union contract constraints, etc. Taking these factors into consideration, the number of officers required for each shift in a calendar day is as follows:

Day Shift (8a - 4p)		
5	2-man cars	10
4	1-man cars	4
10	walking routes	10
2	desk personnel	2
		<hr/>
		26

First Half (4p - 12a)		
5	2-man cars	10
7	1-man cars	7
9	walking routes	9
3	desk personnel	3
1	wagon officer	1
		<hr/>
		30

Last Half (12a - 8a)		
5	2-man cars	10
5	1-man cars	5
6	walking routes	6
2	desk personnel	2
1	wagon officer	1
		<hr/>
		24

A total of 80 officers are required to staff the patrol divisions during a twenty-four hour period. Multiplying this number by the assignment/availability factor results in 150 officers required for the two patrol division.

TRAFFIC Currently the Traffic Division operates as a Monday - Friday operation. The 12 officers assigned to the Traffic Enforcement Unit are assigned throughout the city on traffic routes and proactive traffic enforcement. Other than patrol officers assigned to normal tours of duty, there is no specialized traffic enforcement during weekends.

An objective of the Department is to expand the traffic enforcement in the city during weekends while maintaining coverage during busy weekdays with school crossings, etc. To accomplish this, the Traffic Division would be set up similar to patrol with three rotating groups working a 4-day on, 2-day off schedule. In addition, a fourth group would continue to work a Monday - Friday schedule thus complementing the two working groups.

With the proposed change, each rotating group would have three (3) officers assigned while the fourth group would have six (6) officers assigned. This would result in 10-12 traffic officers being on duty during the weekdays while 4-6 traffic officers would be on duty during weekends. The staffing of the Accident Investigation Unit and Tow & Hold would remain as now. Three (3) additional officers are required to implement the changes.

INVESTIGATION The investigative capabilities of the Department include the Criminal Investigation Division and the Youth Division. In the past several years, a program of managing criminal investigations has been implemented which focuses on those crimes where the most solvability factors exist. This allows the investigators to prioritize the workload and thus manage it more effectively.

In the past year, emphasis has been placed in the city and within the Department on youths and the narcotic traffic. Most of the activity in this area is concentrated in the evening hours. An objective of the Department is to increase the assignment of officers working evening hours in this area. Although difficult to justify in terms of statistics and numbers, it is the intent of the Department to increase the availability of night detectives by a total of six (6). Two of the detectives would be assigned to the night unit of the Youth Division. The other four detectives would be assigned to C.I.D. with an emphasis on the Vice/Narcotics night unit.

OTHER DIVISIONS At the present, all other divisions and units within the Department are adequately staffed. Efforts are on-going to increase the

civilian personnel in the Communications Unit by hiring two dispatchers. An additional officer is required in the Identification Unit in order to provide coverage during nights and weekends.

#### SUMMARY

In the preceding narrative, an attempt has been made to properly reflect the personnel status of the Cambridge Police Department. Although in the past two years 42 new officers have been added, the level of sworn personnel has remained constant due primarily to retirements. When evaluating the necessary manpower level required in a police department, many factors must be considered. Over the past four years, the Cambridge Police Department initially declined drastically in manpower but has managed to level off the past two years.

The Cambridge Police Department strongly feels that in order to properly execute all its duties, responsibilities and obligations in the suppression and investigation of crime while maintaining the level of service expected by the citizens of the City of Cambridge, an increase in the sworn personnel level is necessary. Based on the preceding narrative, personnel increases would result in:

Patrol	20 officers
Traffic	3 officers
Investigation	6 officers
Identification	1 officer
	<hr/>
	30 officers

The Cambridge Police Department recommends consideration of and approval for the hiring of 30 additional police officers.

The following items are those that are considered necessary for the Cambridge Fire Dept. to safely and correctly handle a Hazardous Material Incident; The equipment listed is taken from a number of sources, including the Metrofire Vehicle Listing, National Fire Academy, and our own views on necessary items:

<u>Item</u>	<u>Cost</u>
1. Fully equipped tool box	\$800
2. Non-sparking tool kit	1500
3. a "Miscellaneous" tools & appliances, that includes as major items: Chlorine A, B, & C kits (\$2700) Vetters Air Bag leak system (\$1800)	5000
4. Chemical Library	200
5. Overpak & leak drum kit	500
6. Plug & clamp kits	3600
7. Diking & absorbent materials	500
8. Detection devices	2000
9. Protective clothing & equipment This is an area where we will have to look very hard at products being offered. There are various suits on the market, and one suit <u>does not</u> -provide the protection that we will need.	
5 suits--PVC---	\$5000
5 suits--Butyl Rubber, with aluminum covering--	<u>5000</u>
Disposables--TYVEK--	
Body coolant systems to wear with suits *see notes(insert)	12000
10. Radio/Communication. Specialized equipment Vibration mikes and chest activation	10000
TOTAL PROJECTED EQUIPMENT	\$43000
Vehicle repair & activation of existing Rescue MACK	5000
TOTAL	\$50,000

\*Notes

The body coolant systems are worn under the Environmental suits. They keep body core temperature at normal levels, therefore allowing members to work comfortably and efficiently. Whereas without a coolant system, body core temperatures rapidly rise, with increases in respiration & blood pressure, and a resulting decrease in work time and efficiency

The permission was granted, and the committee viewed some at the hearing. Among some of the salient points of fact were:

1. One of the greatest assets of the new system was the dispatch control for the communication center which can be cross-referenced with records processing for easy retrieval of information pertaining to any individual who may have been stopped by the police before or who could have an outstanding warrant.
2. The ability for the sector cars and route patrol officers to utilize this system as a "field tool" in order to either prevent a crime or make a speedy arrest.
3. It provides for the compilation of hazardous material storage sites.
4. The system bring a new level of management efficiency for the department.

Chief Paolillo stated that the overriding quality of this system that it virtually allows the department to target crime.

Relative to the issue of staffing analysis, Chief Paolillo submitted a detailed functional outline of the department and stated that since he was unable to provide this outline earlier, he would like to discuss it at a future meeting with the committee. Councillor Wolf agreed and stated that she requested this analysis be done in order that the committee could better understand the resource allocation of the department.

Councillor David Sullivan questioned whether or not the sworn personnel now listed at 262 was off from that of pre-Proposition 2 $\frac{1}{2}$ . City Manager Healy stated that there is an approximate difference of three positions from the number of sworn personnel in 1982. It was agreed by the Chair that another discussion of the staffing of the department will be held at a later meeting after January 1, 1985.

Chief Paolillo stated he has recently instituted a new outreach program within the department entitled "Youth Awareness" which provides for a tour of an 8th grade class of the entire department each Friday. This program is under the direction of the Youth Service Bureau in conjunction with the Superintendent of Schools.

At this time the Committee heard from Fire Chief Thomas Scott relative to his request for the creation of a "Hazardous Material Squad" within the Fire Department. Captain John O'Donahue of the Fire Rescue Squad conducted a brief film presentation along with a visual aid of the type of specialized suits the department is requesting. The slide presentation covered the potential Cambridge has for being the site of a hazardous explosion involving toxic chemicals. He identified several buildings within the city including the Arthur D. Little Company and W.R. Grace Company which deal with such chemicals.

He further stated that there are several railroad crossings which have trains carrying flammable and toxic chemicals through Cambridge. Relative of the actual cost of the suit, Captain O'Donahue stated it ranges from \$1400 to \$1800 per suit without the specialized radio equipment and head gear so that the firefighter wearing the suit will have the ability of two-way communication.

The total cost of five radio equipped suits and the rehabilitation of the former rescue squad would be \$50,000. Captain O'Donahue stated that these suits are state of the art and recommended by the National Fire Academy.

At this time City Manager Healy stated that Captain O'Donahue and the members of the Rescue Squad have made a good case for the creation of a special unit. He further stated that this appropriation request had been submitted with the Capital Improvement Budget and he would take a hard look at the request.

Councillor David Sullivan questioned whether or not a structured program existed to identify where hazardous materials are stored within the City. Chief Scott responded by stating his department has been working with M.I.T. in an effort to develop and implement such a program. Furthermore, he stated that engine companies throughout the city constantly check buildings and industries in an effort to determine what is being developed and/or stored.

The meeting was adjourned at 7:00 PM.

For the Committee,

Alice K. Wolf  
City Councillor  
Chair

AKW/smc

Enclosures: Police Department/Manpower Analysis  
Fire Department/Appropriation Request

# City of Cambridge

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*In City Council* ..... December 10, 1984

**The** Committee on Public Safety conducted a public hearing on Wednesday, December 5, 1984 beginning at 5:30 PM in the City Council Chamber, City Hall.

The purpose of the hearing was to discuss the following:

1. The computerization system currently in place at the Police Headquarters.
2. Staffing analysis at the Police Department.
3. A presentation by the Fire Department relative to the need of a Hazardous Material Squad.

At the end of the meeting the following motion was offered in committee with a recommendation by the full City Council.

By Councillor Alice Wolf: That the City Manager be and hereby is requested to give serious consideration in the preparation of the FY 85-86 budget to the request by the Fire Department for the sum of \$50,000 in order to create a Hazardous Material Squad within the department as well as to the request of the Police Department for the appropriation of \$5500 to computerize the Accident Investigation Bureau.

Councillor Wolf, Chair of the Committee, opened by stating she had been contacted by both departments relative to those needs and consequently called this hearing.

Mr. Raymond Santilli of the Police Department briefly outlined the fact that the department had made requests for proposals (RFP) for computerization of police records. The contract was awarded to Wang Laboratories who in conjunction with Larimore Associates who developed the software package, put together the system which is currently operational in the Communication Division and Records Bureau. He stated that prior to the implementation of this system, the tremendous influx of paper on a daily basis had an adverse impact on the law enforcement personnel within the department. Once the computer system was in place, Wang contacted Chief Paolillo and requested permission to do a film presentation of the new system.

**REPORT****Committee on Public Safety**

Re: meeting of said Committee held on  
 Wednesday, December 5, 1984 Re: computer-  
 ization system for the Police Dept.,  
 Police Dept. staffing & need for a Hazard-  
 ous Material Squad by the Fire Dept.

*copy of reports & appendix's  
 & order sent to the City Manager  
 12/12/84 mh*

*12/10/84*

*Report received -  
 Placed on File  
 Copy to the City Mgr  
 Order included in*

In City Council,

*REPORT*

December 10, 1984

*Adopted*

*Make separate order  
 for distribution -*

*(see order within)*