





POLICIES AND PROCEDURES MANUAL

	ORGANIZATION AND ADMINISTRATION	
	POLICY NUMBER: 11-1	ISSUING AUTHORITY 
	EFFECTIVE DATE: June 12, 2025	Christine A. Elow Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

Basic principles of organizational structure include organizing by function, creating unity of command, delineating responsibility, and delegating authority. In applying these principles organizations have flexibility to accommodate for variations in resources and capabilities. Also, it is possible to go beyond the application of these basic principles to explore innovative approaches to organization.

The Cambridge Police Department leads in research and innovation; and within this larger framework, it encourages innovation and creativity both in the tasks performed by its members and in the ways the organizational structure supports their efforts.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. clearly define the organizational structure and make it available to all personnel;
- B. encourage innovation and creativity in the ways units, personnel, and tasks are assigned and performed;
- C. apply the principle of continual improvement to reporting systems and forms; and
- D. acquire new technology to assist in the management of time-sensitive tasks such as inspections, analyses, audits, and reports.

III. DEFINITIONS

- A. *BridgeStat*: A multi-layered, dynamic, intelligence-based approach to crime reduction, quality of life improvement, and personnel and resource management based on four distinct principles: accurate and timely intelligence, effective tactics, rapid deployment, and relentless follow-up and assessment. At the core of this approach is a philosophy that fosters teamwork and creative

problem solving. Police personnel hold bi-weekly meetings to devise strategies and tactics to solve problems, reduce crime, and ultimately improve quality of life in the community.

IV. PROCEDURES

A. 11.1.1 (M) Description of Organization

1. The department's organizational structure and functions are depicted graphically on the organizational chart that is reviewed and updated as needed and is available to all personnel and the public.
 - a. The Commissioner is the highest level of authority in the department and acts as the chief executive officer responsible for all operational and financial functions. The Commissioner establishes the vision and mission of the police department and assigns and delegates functions and authority through the Command Staff, middle managers and supervisors, sworn patrol officers, and civilian staff. The Commissioner reports directly to the City Manager.
 - b. The Professional Standards Section and the Office of Planning, Budget, and Personnel report directly to the Commissioner.
 - c. Two Superintendents are responsible for the Patrol Operations Division and Support Services Division respectively.
 - d. Seven Deputy Superintendents are responsible for Day Operations, Night Operations, Tactical Operations, Criminal Investigations, Family and Social Justice, Administrative Services, and Procedural Justice.
 - e. The next level of authority is lieutenants who are responsible for the various units. For patrol operations, each lieutenant is responsible for a group except for the Fourth Platoon, which has one sergeant responsible for three groups.
 - f. Sergeants are assigned to all units, who report to the lieutenants of the units, and supervise officers performing the functional duties of each unit.

B. 11.2.1 (M) Direct Command, Component

1. Each organizational component is under the direct command of only one supervisor at any given time.

C. 11.3.1 (M) Responsibility/Authority

1. At every level within the department, including supervisors, both sworn and civilian managers, and Command Staff, personnel have the authority to make decisions necessary for the effective execution of their responsibilities consistent with the agency's organizational values and mission.
2. Each employee shall be accountable for the use of delegated authority.

D. 11.3.2 (M) Supervisory Accountability

1. Supervisory personnel are accountable for the activities of employees under their immediate control and each employee is accountable to only one supervisor at any given time.

E. 11.3.3 (M) Notify Commissioner of Incident with Liability

1. For incidents occurring during off hours, where there may be questions as to the department's liability or those which may result in heightened community interest, notification shall be made through the chain of command to the Duty Chief.
2. During regular business hours, notification will be made through the chain of command to the appropriate member of the Command Staff.
3. Duty Chief Role and Responsibilities
 - a. The functional title of *Duty Chief* is the designation of a deputy superintendent on a rotating basis who is responsible for conferring with and supporting the operational needs of the Shift Commanders. Specific duties include the following:
 - (1) Determine the appropriateness of notifying the Command Staff and/or City officials regarding developing situations.
 - (2) Coordinate functions internally and externally during large-scale events.
 - (3) Consult with the Shift Commander regarding the need to activate additional resources, such as the SRT, TPF, or Crime Scene Services.
 - (4) May be required to serve as the official spokesperson for the department as directed by the Police Commissioner.
 - (5) Provide for debriefings and after-action reports as needed or required.
4. Required Notifications to the Duty Chief
 - a. All major or serious crimes, events, or other incidents that may or have become newsworthy, particularly those incidents when there are serious injuries involved.
 - b. Any suspected homicides, particularly when the District Attorney's Office is notified.
 - c. Any confirmed shooting incidents whether or not there have been any serious injuries.
 - d. Any situation that involves the serious injury or death of a member of the police department or any other City employee.
 - e. Any situation where a member of the police department has been implicated in criminal activity or serious infractions of department policy.
 - f. Any situation when a member of the police department, City employee, or public official has been placed under arrest or becomes involved in a criminal investigation.
 - g. Any incident that involves extensive damage to City-owned property.

- h. Any time the Shift Commander determines it is necessary to activate the Emergency Alert/Recall of department personnel for a serious incident.
 - i. At all times that the Shift Commander has reason to believe the Duty Chief should be notified.
- F. 11.3.4 (M) Police Action Death Investigations
 - 1. (See policy 11-2 Officer Involved Death or Serious Injury.)
- G. 11.4.1 (O) Administrative Reporting Program
 - 1. The department's administrative reporting program includes the following.
 - a. A listing of all administrative reports.
 - (1) Police Log
 - (2) BridgeStat Report
 - (3) Annual Budget Report
 - (4) All reports required for accreditation
 - b. A statement as to the person(s) or position(s) responsible for the formulation of the report(s).
 - (1) The Director of Communications and Media Relations is responsible for the Police Log.
 - (2) The Crime Analysis Unit is responsible for the BridgeStat Report.
 - (3) The Director of Planning, Budget, and Personnel is responsible for the Annual Budget Report.
 - (4) The Accreditation Manager is responsible for the timely completion and distribution of reports required for accreditation.
 - c. A statement of the purpose of the report(s).
 - (1) The Police Log is intended to inform the public regarding complaints of criminal activity or other significant incidents occurring in the community.
 - (2) The BridgeStat Report is intended to provide to the community information in terms of crime, traffic, community concerns, and disorder issues in the city.
 - (3) The Annual Budget Report serves as a forecast of the revenues the department will receive and expenditures the department will incur during the fiscal year.
 - (4) Reports required for accreditation shall meet the purpose of the standard for which it is intended.
 - d. A statement of the frequency of the report(s).
 - (1) The Police Log is published weekdays, excluding holidays.

- (2) The BridgeStat Report is published monthly.
 - (3) The Annual Budget Report is published yearly.
 - (4) The Annual Crime Report is published yearly
 - (5) Accreditation reports to be completed as prescribed according to Appendix E - Time Sensitive Activities by Standard Order.
 - e. A statement of the distribution of the report(s).
 - (1) The Police Log, BridgeStat Report, the Annual Crime Report, and Annual Budget Report are available to the public either on the city website or department website.
 - (2) Internal reports required for accreditation shall be distributed appropriately within the department or to the public if authorized for release.
- H. 11.4.2 (O) Accountability for Agency Forms
- 1. The department shall provide for the accountability of department forms according to the following procedures.
 - a. Development
 - (1) The Accreditation Manager shall be responsible for the development and maintenance of agency forms. Most forms will be made available to all staff in electronic format on the department shared drive.
 - (2) Some forms that are acquired from outside agencies, such as traffic citations, shall be maintained in and by the unit where the form is most used.
 - b. Modification
 - (1) When a supervisor believes that a form should be modified, amended, or replaced, a request with detailed instructions explaining the need for such should be sent through the chain of command to the Director of the Professional Standards Unit. The Director will provide the information to the Accreditation Manager who is responsible for the maintenance of forms.
 - c. Approval
 - (1) Newly created or modifications of existing forms shall be approved by the Police Commissioner or designee. In most cases, the designee will be the Director of the Professional Standards Unit.
 - d. Review
 - (1) New or modified forms shall be reviewed for completeness, format, ease of use, and accuracy by the head of the unit or function that has most knowledge of the purpose for which the form is intended.

- (2) Forms will also be reviewed for consistency with the records maintenance and data processing requirements of the department.

I. 11.4.3 (M) Accreditation Maintenance

1. Periodic reports, reviews, and other activities mandated by applicable accreditation standards will be managed by the Accreditation Manager using PowerDMS.
2. The Accreditation Manager reports directly to the Lieutenant of Professional Standards and is responsible for identifying and correcting instances where a requirement was not met.

J. 11.4.4 (M) Computer Software Policy

1. The introduction of computer software and data storage devices into department-controlled computer systems hardware is prohibited except in the following circumstances.
2. If officers have a need to inspect data or software from non-secure sources for an investigation or in the performance of their duties, they shall provide the data or software to PSIT or the Cyber Crimes Unit for inspection.

K. 11.4.5 (M) Electronic Data Storage

1. The department does not use an outside vendor for its electronic data storage; all data is owned and stored locally by the City of Cambridge. The issues for this standard shall be addressed by the City of Cambridge Department of Information Technology. These issues include:
 - a. data ownership;
 - b. data sharing, access and security;
 - c. loss of data, irregularities and recovery;
 - d. data retention and redundancy;
 - e. required reports, if any; and
 - f. special logistical requirements and financial arrangements.

L. 11.5.1 (O) Temporary/Rotating Assignments

1. The department maintains a Temporary Duty Assignment system based on the department's needs.
 - a. The type and location of each temporary assignment within the department depend on need. When a need arises, a Deputy Superintendent will bring such to the attention of the Commissioner who, in conference with the Command Staff, will make a final decision.
 - b. The duration of assignments is at the discretion of the Police Commissioner.
 - c. The criteria for selection of personnel are at the discretion of the Police Commissioner and may vary from assignment to assignment.

- d. The selection procedures shall be at the discretion of the Police Commissioner.