



The City of Cambridge
invites your interest in the position of
Police Commissioner



POLICE EXECUTIVE
RESEARCH FORUM

Introduction

The City of Cambridge is seeking a proven leader who can inspire the confidence of the community and police officers as the city's Police Commissioner. The successful candidate will have exceptional management skills and a proven record of implementing community-focused solutions to public safety problems, along with a demonstrated ability to interact in a positive and effective manner with a diverse community.

The City of Cambridge has retained the Police Executive Research Forum (PERF) to assist in the search for its next Police Commissioner.

The City of Cambridge

An historic city located adjacent to Boston across the Charles River, Cambridge is a unique urban community with a vibrant mix of cultural, social and economic diversity. Intellectual vitality and technological innovation thrive in Cambridge. With over 105,000 residents and a daytime population of 180,000, the Cambridge community is a mix of residents, business people, students, and tourists from many cultures and backgrounds.

According to City sources, the demographics of Cambridge outline a diverse population. More than 66% of the population is white, 11.7% African American, 15.1% Asian, and 6.6% other categories, with 7.6% of residents with a Hispanic background. Approximately 32% of the residents of Cambridge have a native language other than English. Cambridge



has always welcomed immigrants and remains a sanctuary city today.

Today, Cambridge honors its history while supporting contemporary lifestyles in a city that provides a range of services to a diverse group of residents, students and visitors. Proud of its historic sites as well as its solid and varied residential neighborhoods, the 6.25-square-mile city is also home to unparalleled educational institutions—Harvard University, Massachusetts Institute of Technology, and Lesley University, whose research labs have helped to spawn a world-renowned innovation economy. Collaboration between the universities and the City is significant. According to the City, over one-fourth of Cambridge's residents are students, and approximately one in five of all jobs are in these institutions. The higher-education sector continues to drive the job market in the city, employing more than 19,000 people in Cambridge.

The City of Cambridge has a strong commitment to maintaining the economic diversity that exists in the City, which includes supporting the development and preservation of affordable housing throughout the City.

There are more than 44,032 households in Cambridge. A wide variety of housing sizes and styles are available throughout the area. According to a recent analysis by Moody's Investors Service, wealth levels in the city are above average, with a median family income that is 142% of the U.S. median. The median household income is \$77,909. The unemployment rate of 3.4% is below state and national levels.



Cambridge is a city of renters. More than 65% of all households rent; 34.6% own. Zillow.com's Rent Index for January 2017 indicates the monthly median rent for market rate Cambridge apartments is \$2,300 for a one bedroom unit, \$2,800 for a two bedroom unit and \$3,100 for a three bedroom unit. The Zillow Home Value Index shows the price of a single family home at \$1,200,000; and for a 2-bedroom condo \$671,000.

Cambridge residents are highly educated. Ninety-four percent of residents who are 25 years or older are high school graduates, while 74.3% of the same age group have completed four or more years of college. (Source: *City of Cambridge Annual Budget 2015-16*)

Cambridge Police Department

With a budget of over \$50 million, the Cambridge Police Department has 272 sworn police officers and 47 professional staff members. The department was created in 1859 and was located in Central Square for 135 years. In 2008, the Cambridge Police Department relocated to the new, state-of-the-art Robert W. Healy Public Safety Facility located at 125 Sixth Street. The building has received Silver LEED Certification from the U.S. Green Building Council.

The Cambridge Police Department is committed to providing residents and visitors with the highest level of professional police services while respecting the constitutional rights of all. The strength of the organization lies within its philosophy and method of operation, which combines community policing, problem-oriented policing, and collaboration with our community and city partners such as the School



Department, Department of Human Services, and Public Health Department, to name a few. Community engagement and outreach are focused on youth, homeless, seniors, and residents with mental health issues.

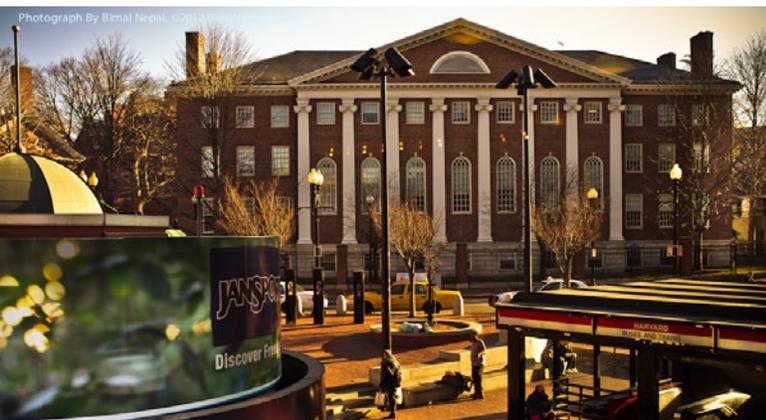
Crime in Cambridge dropped for the sixth consecutive year in 2016, to record low levels not experienced since 1961.

City Governance Structure

The City of Cambridge is governed by the Plan E form of Government. Nine (9) City Councilors and six (6) School Committee members are elected every two years under the Proportional Representation (PR) system. This system allows voters to vote for as many candidates as they wish, but they must indicate their order of preference among those candidates by numbering each choice.

The City Council is responsible for setting policies for the city. This body authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks. Once elected, the City Council then elects a Mayor and a Vice Mayor. The Mayor chairs the City Council and School Committee. Serving as the city's political leader, the mayor is recognized as the head of the city for all ceremonial purposes.

The City Council appoints a City Manager to serve as the City's Chief Executive Officer. The City Manager and Office of the City Manager serve the executive branch of the city, providing leadership and administration to all departments and services. In addition, the City Manager and his or her staff





recommend policies and programs to the City Council and implement Council decisions. The City of Cambridge recently selected a new City Manager.

The City of Cambridge is fiscally very strong, having maintained AAA bond ratings from each of the nation's three major credit rating agencies since 1999.

The Police Commissioner

The Commissioner has complete responsibility for the policy and operational management of the city's police department. This position requires exceptional management skills and a proven record of implementing community-focused solutions to public safety problems, along with a demonstrated ability to interact in a positive and effective manner with a diverse community. Excellent communication, negotiation, planning, and management skills are required. The Commissioner also serves as a member and attends regular meetings of the three person License Commission. The Commissioner reports to the City Manager.

Opportunities and Challenges

Earning the respect and support of subordinates, peers, and key opinion leaders and the public. The new Commissioner's substantive knowledge, personal style, and communications skills will play a key role

in reaffirming and strengthening the reputation of the department.

- **Collaboration:** Maintaining and strengthening credibility with the City's public safety collaborators. Overseeing the City's public safety profile is a collaborative enterprise involving government, the private and nonprofit sectors, and Cambridge citizens. Cambridge is home to many well-organized and established citizen groups, some focused on specific issues and others focused on particular neighborhoods. The Commissioner must be capable of proactively engaging with these constituencies on public safety matters.
- **Commitment to 21st Century Policing Task Force:** Sustaining and enhancing the department's commitment to the six pillars outlined in the 2015 Presidential Task Force on 21st Century Policing.
- **Communication:** Communication and transparency with employees, residents, businesses, and all stakeholder organizations are critical skills for the next Police Commissioner. Strong listening abilities and a genuine desire to engage the community in problem-solving is expected. **Attending community meetings and being present and visible in the City are essential.**
- **Immigration:** Cambridge identifies as a sanctuary city. Establishing trusting relationships with vulnerable populations is at the core of how the police department operates.



- **Succession Planning:** Skilled in succession planning with the ability to identify and attract talent to the organization.
- **Personal Style:** Approachable and willing to engage with the employees at all levels of the organization and to leverage their skills and talents to help move the City forward.
- **Technology:** Cambridge has worked hard to improve its municipal technology and to integrate data into its decision-making infrastructure. The next police commissioner must be technologically astute and willing to move the police department forward in this regard. There are opportunities to gain efficiencies in several operational areas with greater use of technology.
- **Labor Relations:** The next police commissioner must lead police officers in an expanded and non-traditional approach to policing and public safety, and a successful relationship with the police unions will be important.
- **Traffic Safety:** Cambridge is strongly committed to sustainability, and the transportation agenda includes growing the use of the sustainable transportation modes – walking, bicycling, and public transit. Traffic safety is challenging and a priority for the police department.

The Ideal Candidate

The Police Commissioner, who reports directly to the City Manager, must possess:

- A clear-eyed and unwavering commitment to further the Cambridge Police Departments work of community engagement and outreach, social policing, and procedural justice.
- A demonstrated aptitude for seeking creative, partnership-driven approaches that improve community health and safety.
- Demonstrated competencies in visionary, effective, and strong police leadership.
- Exceptional organizational and management skills, including the ability to maintain a strong leadership team in light of command-staff retirements.



- Extensive experience in the many aspects of contemporary policing practices in a diverse urban community.
- Experience and demonstrated success building strong relationships of trust, mutual understanding, and accountability with other city officials, within the community, among the rank and file, and with local and regional public safety partners, including the police departments at Harvard and MIT.
- An appreciation for the value of these relationships in times when there is not a crisis.
- Excellent internal and external communication skills.
- Cultural awareness and sensitivity.
- A demonstrated commitment to department-wide equity and inclusiveness.
- The ability to inspire confidence and serve as a role model and representative of the police department and the city.
- Strong interpersonal skills, and a demonstrated commitment to being visible, available, and approachable within the department and in the community.
- A genuine commitment to leading an open and transparent police department.
- A willingness to listen and be responsive to ideas generated by City of Cambridge stakeholders, and commitment to effective communication with the community.

- A willingness to support the role of the police as a “convener” of new initiatives and ideas.
- The ability to maintain a proactive approach to policies and practices, and ensure that they are consistent with the history and culture of Cambridge.
- A proven commitment to staff development and progressive department-wide training that is consistent with and responsive to the needs of the community.
- Extensive experience in budget management and labor relations.
- An appreciation for the unique challenges faced by sanctuary cities.
- A data-driven approach to improvement, quality assurance and policing.

The position requires a four-year college degree, progressively responsible command-level experience in policing in an urban community, and knowledge of best practices in policing. A graduate-level degree is strongly preferred, as is additional specialized leadership education, such as the FBI National Academy or the Senior Management Institute for Police (SMIP). Once appointed, the Police Commissioner must obtain Massachusetts State certification. The Police Executive Research Forum (PERF) is assisting the city in the selection process.

Salary and Compensation

Salary Range: \$195,000-\$205,000+ DOQ, plus a very competitive fringe benefits package.

The Process

PERF will recruit and perform initial assessments of candidates. The most qualified applicants will be contacted by the Police Executive Research Forum and a select group may be recommended for onsite interviews.

The City Manager extends the offer of employment to the selected candidate.

To Apply

Qualified candidates should apply by **April 7, 2017** with cover letter, résumé, and a list of five references in confidence to:

CambridgePC@policeforum.org

Cambridge is an Equal Employment Opportunity Employer. Women and minority candidates are encouraged to apply.

If you have any questions regarding this opportunity, or a recommendation of a colleague, please contact: Rebecca Neuburger at rcneuburger@gmail.com or (202)997-6287.

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