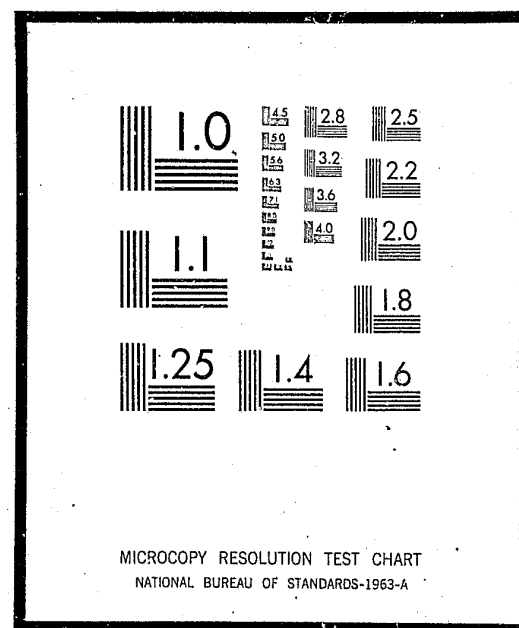


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U.S. DEPARTMENT OF JUSTICE
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NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed

2/18/76

Boston Police

Catalog of Staff Studies by Municipal Police Planning and Research Divisions

Robert J. diGrazia
Police Commissioner



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Hartford, Connecticut
Hammond, Indiana
Hialeah, Florida
Houston, Texas
Huntington Beach, California
Independence, Missouri
Indianapolis, Indiana

APRIL 1975

PLANNING AND RESEARCH DIVISION

Joseph E. Lambert, Deputy Director

Matthew Epstein, Research Intern

Jacksonville, Florida
Jersey City, New Jersey
Kansas City, Missouri
Lexington, Kentucky
Lincoln, Nebraska
Miami, Florida
Minneapolis, Minnesota
Madison, Wisconsin
Mobile, Alabama
Nashville, Tennessee
Newark, New Jersey
New Orleans, Louisiana
Norfolk, Virginia
Oakland, California
Omaha, Nebraska
Philadelphia, Pennsylvania
Phoenix, Arizona
Pittsburgh, Pennsylvania
Peoria, Illinois
Portland, Oregon
Portsmouth, Virginia
Providence, Rhode Island
Rochester, New York
Rockford, Illinois
Roanoke, Virginia
St. Louis, Missouri
St. Paul, Minnesota
St. Petersburg, Florida
Salt Lake City, Utah
San Antonio, Texas
San Diego, California
San Francisco, California
San Jose, California
Santa Clara, California
Seattle, Washington
Springfield, Massachusetts
Springfield, Missouri
Syracuse, New York
Tacoma, Washington
Toledo, Ohio
Topeka, Kansas
Torrance, California
Trenton, New Jersey
Tucson, Arizona
Tulsa, Oklahoma
Upper Darby, Pennsylvania
Waco, Texas

Washington, D.C.
Waterbury, Connecticut
Wichita, Kansas
Winston-Salem, North Carolina
Worcester, Massachusetts
Yonkers, New York

Index of Staff Studies

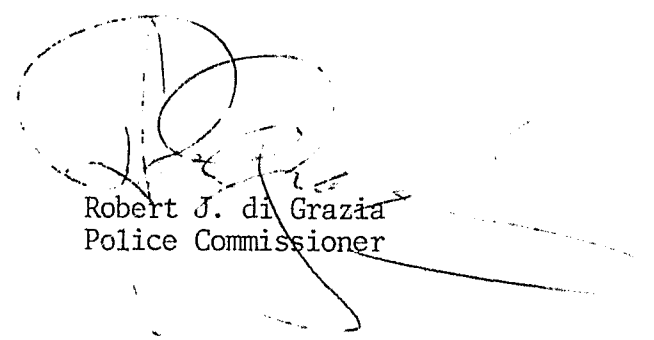
INTRODUCTION

One of the great frustrations of our work in Boston is the isolation we feel from other departments. As we attempt to make improvements in our Department we know that some of our counterparts in other cities have worked on the same matters on which we now work, wrestling with the same problems, considering the same alternatives, and preparing to make some of the same changes. Knowing this, we send, from time to time, letters or questionnaires to other departments asking them about their firearms policies, about vehicle maintenance, about S.W.A.T. teams.

We attempt to be selective and request assistance only when it is really necessary to do so, but we repeatedly find ourselves relying heavily on the experiences of other departments in developing plans of our own. Since this is chiefly due to the relative shortage of useful information about police problems, we suspect that many of our colleagues find themselves in the same situation quite often.

Much has been done in recent years to encourage cross-pollination of ideas in the field. Our professional associations regularly publish articles of universal interest. The National Criminal Justice Reference Service has developed a Document Retrieval Index that we have found to be of real value. Yet there is a level of practical and sometimes unpolished information that, until now, has not been catalogued and made easily available. It is that level of information that this Catalog is intended to provide.

Approximately one-third of the planning units responding to the survey upon which the Catalog is based provided descriptions of staff studies they have done and wish included. While the number of study descriptions received is sufficient to make the effort well worthwhile, we hope that those units not providing entries at this time will be able to do so for next year's edition. Until that time, we hope and expect that this Catalog will prove to be of real value to all of the participating departments.



Robert J. di Grazia
Police Commissioner

SUMMARY OF SURVEY RESULTS

The survey conducted yielded some useful information about planning and research in the responding police departments. Ninety departments responded providing data about their planning units, and thirty-one of those included one or more staff study descriptions for the Catalog. The information obtained is current as of December 1, 1974.

Location Within the Organization

All of the planning units responding are organizationally located in either the chief executive's office or the division or bureau responsible for administrative services. Specifically, seventy units (88 percent of the respondents) are responsible to the office of the chief executive and twenty (22 percent of the respondents) are responsible to a bureau of administration.

Scope of Responsibilities

Survey respondents were asked to designate which of ten general types of activities they are responsible for and the response was as follows.

Administrative problems are within the responsibility of seventy-three units. Operational problems are within the responsibility of sixty-three units, as are contingency plans. Sixty-five units are responsible for written directives, forty-six are responsible for preparing the departmental budget, and sixty-seven are responsible for crime analysis.

Administration of federal grants is within the bailiwick of

seventy-one units, graphic arts is a responsibility of forty-three, and forms control and map-making is within the responsibility of sixty-six units.

Finally, sixty-eight of the ninety units responding provide a certain amount of staff support for the chief executive of their department.

The scope of responsibilities of units responding is illustrated in Figure 1.

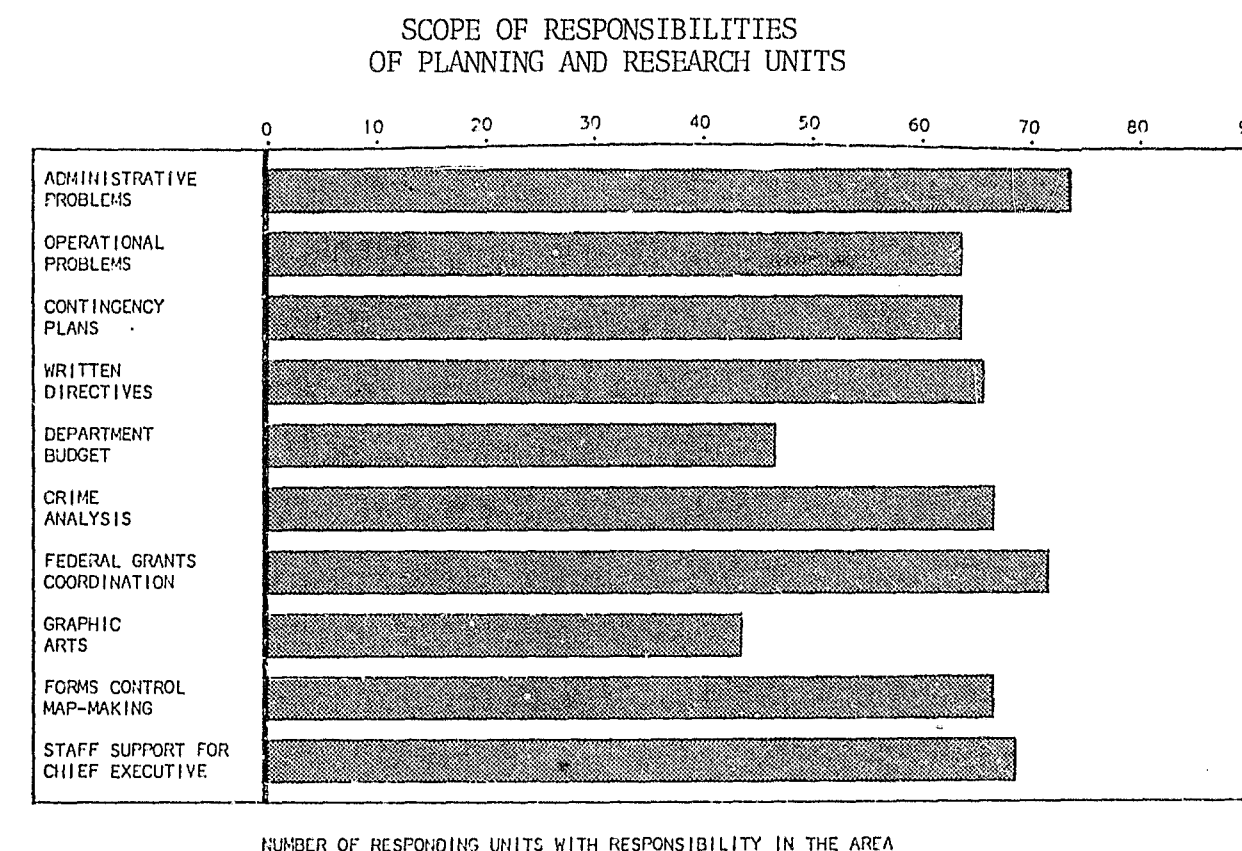


FIGURE 1

Staff Size

Seven of the units responding are staffed by one person, thirty-six employ two to five persons, twenty-one are staffed by six to ten persons, and twenty-two units employ eleven or more people. The remaining five units did not specify their strength.

Composition of Planning Staffs

Eighty-one of the ninety units that responded to the questionnaire provided information about the composition of their staff. Nine units

COMPOSITION OF PLANNING AND RESEARCH STAFFS

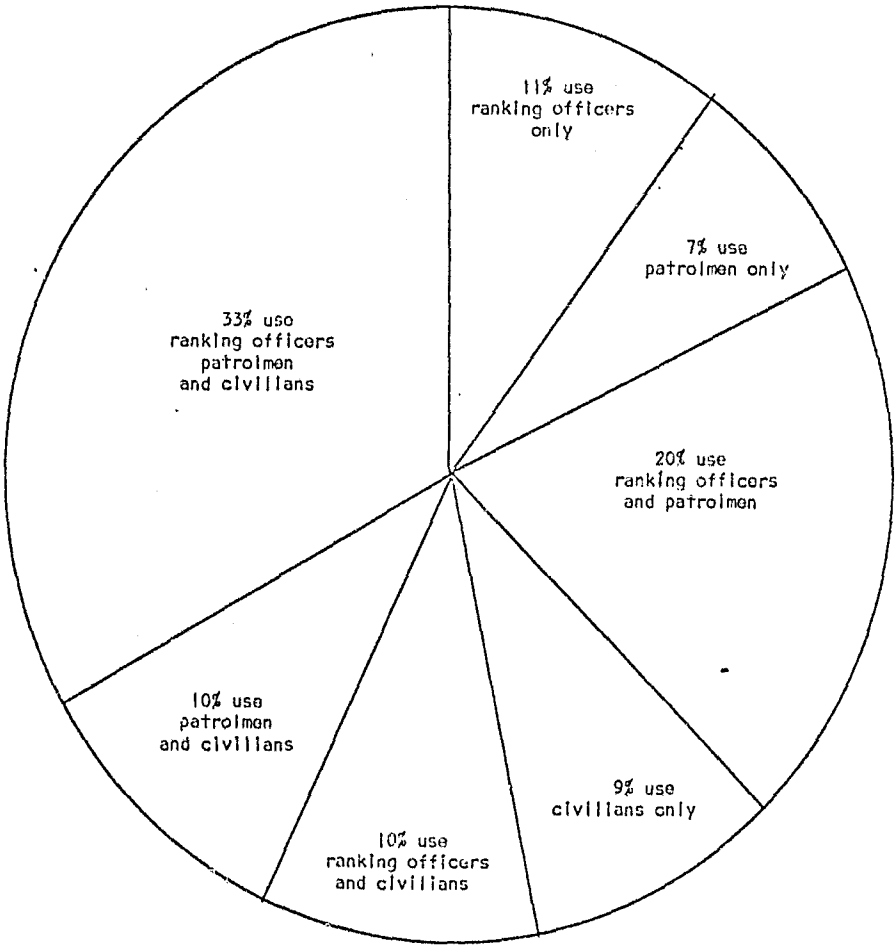


FIGURE 2

are staffed by ranking police officers only, six are staffed by patrolmen only, and seven are staffed by civilians only. The remaining fifty-nine use a mixture of those resources; specifically, eight use civilians and patrolmen, eight use civilians and ranking officers, sixteen use ranking officers and patrolmen, and twenty-seven use all three, ranking officers, patrolmen, and civilians. The staff composition of responding units is illustrated in Figure 2.

There are 742 individuals employed by the ninety units responding. Of that number, 237 (32 percent) are ranking officers, 193 (26 percent) are patrolmen, 195 (26 percent) are civilian professionals, and 117 (16 percent) are civilian clerical. This breakdown is illustrated in Figure 3.

PERSONS EMPLOYED BY PLANNING AND RESEARCH UNITS

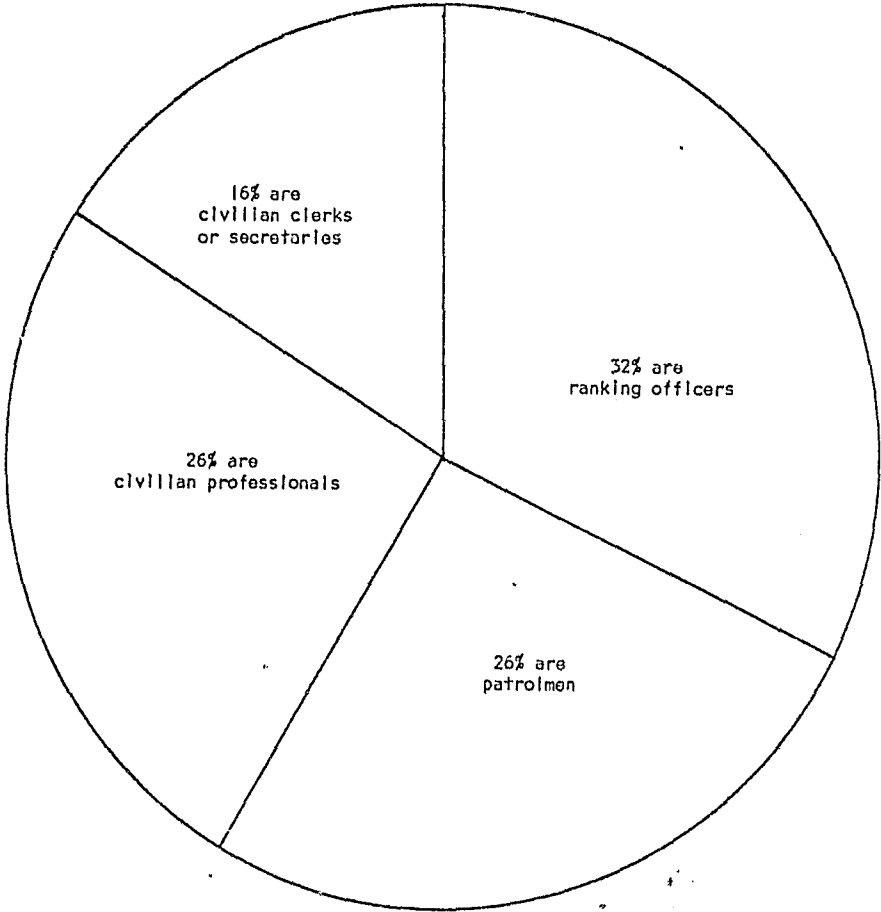


FIGURE 3

Planning and Research Directors

All of the respondents have a person designated as director or supervisor of planning. Of those directorships, seventy-two (80 percent) are sworn police officers and eighteen (20 percent) are civilians.

The average duration of past directorships, based upon those immediately preceding present directorships, was approximately four and one half years. Present directors have been in the position an average of one and one half years.

Civilian directors' salaries range from \$10,000 to \$23,000 with an average of \$16,200. It appears that the civilian director's salary corresponds to the size of his unit.

Funding Sources

Eighty-six of the ninety respondents identified their source of funding for personnel. Sixty-five units are funded entirely by their municipalities, five units are supported entirely by federal funds, and sixteen are supported by combinations of local and federal funds. The funding of staff positions in the responding units is illustrated in Figure 4.

FUNDING OF PLANNING AND RESEARCH PERSONNEL

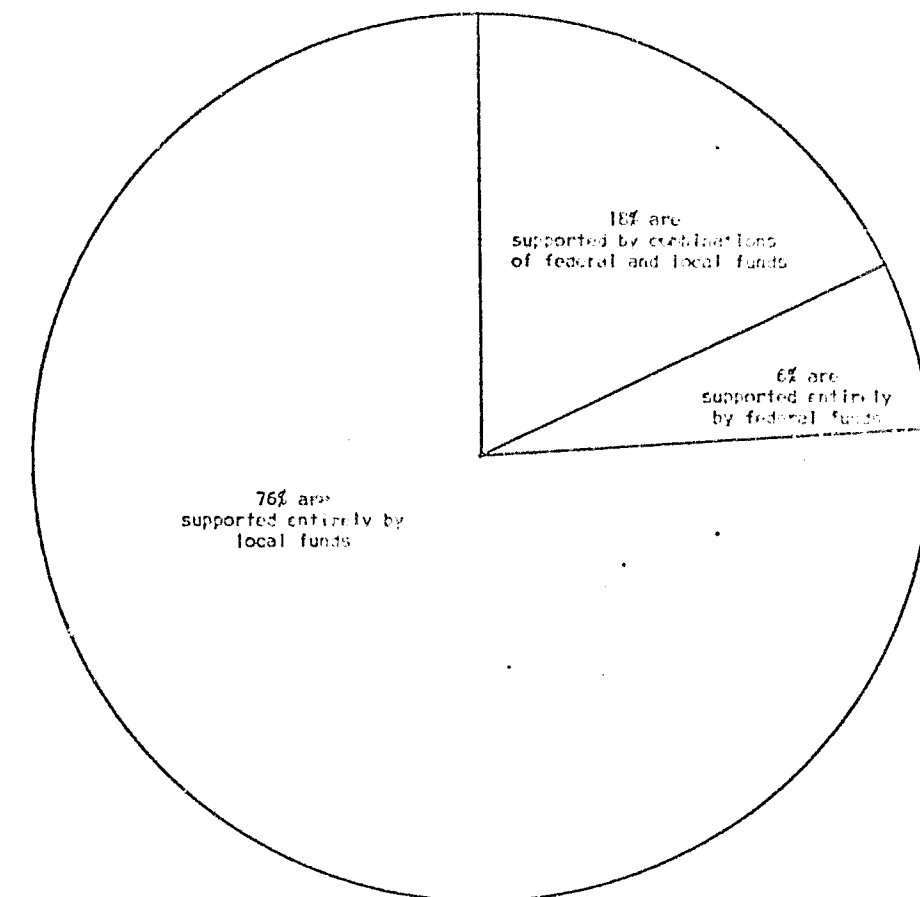


FIGURE 4

HOW TO USE THE CATALOG

Each planning unit that responded to the survey is briefly described on one of the blue data sheets in the Catalog. The blue data sheets are arranged alphabetically and each is followed by the summaries of staff studies provided by the department described. THERE ARE NO PAGE NUMBERS IN THE CATALOG.

To use the Catalog, look up the subject of interest in the index at the back. Under the subject heading will be listed the police departments and description numbers of relevant studies (see Example).

Example:

Assaults on Police

Columbus #7

Portland #1

San Jose #5

AKRON, OHIO POLICE DEPARTMENT
Akron
Ohio

Planning and Research
Lieutenant James Buie, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$17,500

RESPONSIBILITIES

Crime Analysis

Forms Control

Federal Grant Coordination

Mapmaking

Graphic Arts

Assistance to Chief

ALBANY, NEW YORK POLICE DEPARTMENT
Albany
New York

Planning and Research Division
Captain Joseph LaFontaine, Director

1. The Use of Civilian Personnel in Police Communications (Akron, Ohio, June, 1974)

This survey provides a limited view of the duties of civilian personnel in police communications. One hundred thirty-one cities with populations of 100,000 were surveyed (116 cities replied.) Questions regarded the duties of civilians, type of supervision, the turnover rate and success or failure of the product, and brief comments on the use of civilian personnel in police communications.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planning and Research Officers	2	S	PTL.	LOCAL	\$10,980

RESPONSIBILITIES

Administrative Problems

Operational Problems

Crime Analysis

Forms Control

Mapmaking

Staff Support for Chief Executive

Formulation of Equal Employment
Opportunity Plan and Implementation
of Affirmative Action Program

ALEXANDRIA, VIRGINIA POLICE DEPARTMENT
400 North Pitt Street
Alexandria, Virginia

Planning and Research Division
Lieutenant Robert Key, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$18,685
Supervisor	1	S	SERGEANT	CITY	\$15,282
Management Analysts	2	C		CITY	\$13,567
Secretary	1	C		CITY	\$ 8,965

RESPONSIBILITIES

Administrative

Problems

Contingency Plans

Written Directives

Crime Analysis

Federal Grant Coordination

Graphic Arts

Forms Control

Mapmaking

Staff Support for Chief Executive

Liaison with Northern Virginia
Planning District Commission and
the Council of Governments

1. The Alcoholic and the Criminal Justice System (Alexandria, Virginia, December, 1972)

This is a general study of the effects that the alcoholic has on
the criminal justice system.

2. Manpower Analysis

Annual manpower studies of the Alexandria Police Department.

3. Tactical Unit Operations (Alexandria, Virginia, May, 1969)

This is a report on the administration and use of the tactical
unit in police operations, in particular, it emphasizes its effectiveness
in combatting crime from an offensive position.

4. Warning Violation System (Alexandria, Virginia, November, 1972)

A study to determine the merits of a written warning traffic
violation system.

ANAHEIM, CALIFORNIA POLICE DEPARTMENT
Anaheim
California

Planning and Research Division
Lieutenant Jimmie D. Kennedy

ATLANTA, GEORGIA POLICE DEPARTMENT
Atlanta
Georgia

Planning and Research Division
Major D. M. Edwards, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Administrative Lieutenant	1	S	LIEUTENANT	CITY	\$1,792 mo.
Administrative Sergeant	1	S	SERGEANT	CITY	\$1,537 mo.
Administrative Officer	1	S	PTL.	CITY	\$1,295 mo.
Staff Assistant	1	C		CITY	\$1,608 mo.

RESPONSIBILITIES

Administrative Problems
Written Directives
Department Budget
Crime Analysis
Federal Grant Coordination
Forms Control

Mapmaking
Staff Support for Chief Executive
Public Information Office
Court Liaison
Data Processing Coordination
Survey Response

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	MAJOR	CITY	\$19,000
Assistant Director	1	S	LIEUTENANT	CITY	\$15,500
Staff Personnel	1	S	DETECTIVE	CITY	\$12,000
Staff Supervisor	3	S	SERGEANT	CITY	\$13,500
Staff Personnel	4	S	PLAIN-CLOTHES	CITY	\$11,500
Stenographer	1	C			\$ 8,000
Clerk/Typist	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Administrative Problems
Operational Problems
Contingency Plans
Department Budget
Crime Analysis

Federal Grant Coordination
Forms Control
Mapmaking
Staff Support for Chief Executive

BATON ROUGE, LOUISIANA POLICE DEPARTMENT
 Baton Rouge
 Louisiana

Planning and Research Division
 Sergeant Charles Baxley, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	SERGEANT	CITY	\$1,000 mo.
Patrolman	1	S	PTL.	CITY	\$ 798 mo.

RESPONSIBILITIES

Coordination of Federal Grants

BEAUMONT, TEXAS POLICE DEPARTMENT
 Beaumont
 Texas

Planning and Research Division
 S. Robbins Lawson, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C	CJD		\$13,000
Secretary	1	C	CJD		\$ 5,000

RESPONSIBILITIES

Administrative Problems

Operational Problems

Federal Grant Coordination

Crime Statistics

BOSTON POLICE DEPARTMENT
154 Berkeley Street
Boston, Massachusetts

Planning and Research Division
Mark H. Furstenberg, Director

*Revised
and sent home*

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LEAA	\$23,000
Deputy Director	1	C		LEAA	\$19,800
Administrative Supervisor	1	C		LEAA	\$10,000
Executive Secretary	1	C		LEAA	\$ 8,750
Secretary	1	C		LEAA	\$ 7,800
Secretary/Receptionist	1	C		LEAA	\$ 7,300
Research Analyst	1	C		LEAA	\$14,500
Patrolmen/Planner	5	S	PTL.	CITY	\$11,500
Patrolmen/Artist	1	S	PTL.	CITY	\$11,500
Grants Manager	1	C		LEAA	
Interns	2	C		LEAA/CITY	\$ 110 wk.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Written Directives
Graphic Arts
Mapmaking

1. The Handling of Rape Offenses by the Boston Police (October, 1974)

This is an overview of the crime of rape in Boston and of the response of the criminal justice/social service system to it. It reviews recent increases in the incidence of rape and in public awareness, discusses general inadequacies in the responses of the system, and identifies specific shortcomings in the police handling of rape offenses.

A coordinated program to improve the Department's performance in this area is proposed. The program would create a Rape Team, with representation from staff as well as line units, to focus on rape as a target offense and to bring all the resources of the Department to bear upon the problem. Also discussed are various options for establishing a strong, coordinated, capability for rape investigation.

Prepared with the assistance of Richardson White, Jr., of Blackstone Associates, Washington, D.C.

2. Rewards in the Boston Police Department (Boston, Mass., 1974)

This report examines the difficulty of rewarding desirable behavior on the part of police officers and that of units in the organization. The tendency for police organizations to rely heavily on punishment and other forms of negative reinforcement to control officers' performances is discussed and alternatives are suggested. A restructuring of the rewards procedure is discussed.

3. From Idea to Implementation (Boston Police Department, 1975)

This paper is a guide for planners. It describes the project management system used by the Boston Police Planning and Research Division. Each member of the Division is given a copy of the booklet upon joining the staff. It is then used as a reference and training aid in developing a project.

4. The Use of Deadly Force (Boston Police Department, 1974)

This report is a survey of incidents over a four-year period in which members of the Department discharged their firearms. Incidents are classified according to the circumstances surrounding the discharge and the intentions of the officer at the time. The report concludes with drafts of two alternative firearm policies.

5. Sudden Death Procedure (Boston Police Department, 1975)

This study is an in-depth look at the Boston Police Department's procedure for handling sudden death incidents. The report documents the present procedure as required by statute law and department rules and regulations. Included in the study is a survey of six major police departments in regard to sudden death procedure.

Recommendations for up-dating and improvement of the system are presented. A draft of a new department sudden death procedure is attached.

6. Retirement Study, Boston Police Department (Boston, Mass., 1974)

This is a study of retirement patterns of Boston Police officers.

The report contains a number of recommendations and incentive proposals which were developed to lower the age at which police officers retire.

The report includes an introduction to the problems of an over-aged police department, a comparison of Boston's retirement procedure with ten other Metropolitan police departments, a survey of officers' retirement patterns, and recommendations for future procedures.

7. A Brief Look at Crime Rates (Boston Police Department, 1974)

A study of crime rates, with accounts for increases and decreases, with a comparison of Boston's reported crime rate to those of similar cities.

8. Ride-Alongs (Boston Police Department, 1974)

This is a study of the feasibility and advisability of allowing citizens to "ride along" with police officers on patrol duty.

9. Stress Program (Boston Police Department, 1974)

This is a package of material describing a program established to provide peer counselling for police officers experiencing any of a number of job-related personal problems, e.g., alcoholism, drug abuse, use of excessive force, family trouble.

10. Internal Mail Systems and Procedures (Boston Police Department, 1975)

This report reviews problems in the internal mail system of the Department and recommends changes to alleviate those problems. The structure of the system is also described.

BRIDGEPORT, CONNECTICUT POLICE DEPT.
Bridgeport
Connecticut

Planning and Operations Division
Captain John T. O'Leary, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	POLICE BUDGET	\$20,000
Lieutenant	1	S	LIEUTENANT	"	\$18,000
Patrolman	1	S	PTL.	"	\$13,000
Stenographer	1	C		"	\$ 7,000

RESPONSIBILITIES

Administrative Problems	Federal Grant Coordination
Operational Problems	Graphic Arts
Contingency Plans	Forms Control
Written Directives	Mapmaking
Department Budget	Staff Support for Chief Executive
Crime Analysis	Equipment/Survey Testing

CHARLOTTE, NORTH CAROLINA POLICE DEPT.
825 East Fourth Street
Charlotte, North Carolina

Administrative Division
Assistant Chief C. E. Adams, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Sergeant	1	S	SERGEANT	CITY	\$15,190
Planning Officer	1	S	PTL.	CITY	\$12,800
Research Assistant	1	C		LEAA	\$10,660

RESPONSIBILITIES

Administrative Problems	Graphic Arts
Contingency Plans	Forms Control
Written Directives	Mapmaking
Department Budget	Staff Support for Chief Executive
Federal Grant Coordination	Inspections and Control
Training	

CHICAGO, ILLINOIS POLICE DEPARTMENT
Chicago
Illinois

Research and Development
James J. Zurawski, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT		\$20,784 - 24,240
Suggestion Coordinator	1	S	LIEUTENANT		\$18,000 - 21,600
Captain	3	S	CAPTAIN		\$17,832 - 23,412
Lieutenant	4	S	LIEUTENANT		\$16,176 - 21,252
Sergeant	13	S	SERGEANT		\$13,956 - 18,360
Investigator	2	S	INVESTIGATOR		\$12,636 - 16,836
Patrolmen	4	S	PTL.		\$11,148 - 16,008
Policewomen	1	S	PTLW.		\$11,148 - 16,008
Principle Methods Analyst	2	C			\$12,960 - 20,118
Senior Methods Analyst	5	C			\$10,632 - 16,524
Methods Analyst	5	C			\$ 8,760 - 13,620
Senior Statistician	1	C			\$12,960 - 13,620
Inquiry Aide	1	C			\$ 7,944 - 12,336
Principal Stenographer	1	C			\$ 7,560 - 11,748
Senior Stenographer	2	C			\$ 6,552 - 10,140
Typist	2	C			\$ 6,240 - 9,648

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Mapmaking

Operational Problems
Department Budget
Forms Control
Staff Support for Chief Executive

1. Police Reaction to Man-Made Disasters (Chicago Police Department, 1972)

The "Tactical Operations Handbook" was prepared and issued by the training division. The Handbook contains principles and guidelines to police operations in civil disturbances and other emergencies.

2. Height Requirements for Police Officers (Chicago Police Department, 1974)

3. Correlation of Physical Height to Number of Injuries (Chicago Police Department, 1973)

4. Narcotics Survey, American Bar Association (Chicago Police Department, 1973)

Narcotic arrest data were compiled and forwarded to the American Bar Association.

5. Closed Circuit Television (Chicago Police Department, June, 1974)

The study determined that closed circuit TV systems have many police applications but are too costly to implement.

6. Signaling Equipment (Chicago Police Department, 1972)

Field testing of signaling equipment was conducted. It was determined that the equipment was not practical or beneficial to operations of the department.

7. Alcoholism Research Statutes (Chicago Police Department, 1973)

Drunk and disorderly data were compiled and forwarded to the Chicago Alcoholic Treatment Center.

CINCINNATI POLICE DEPARTMENT
Department of Safety

Program Management Bureau
Carl A. Lind, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$22,000
Deputy Director	1	S	CAPT.	CITY	\$19,209
Section Commander	3	S	LIEUT.	CITY	\$16,559
Unit Commander	3	S	SGT.	CITY	\$14,275
Operations Analysis Unit	2	S	PTL.	CITY	\$13,291
Operations Analyst	1	C		CITY	\$15,500
Forms Control	1	S	PTL.	CITY	\$12,306
Grant Preparation	1	S	SGT.	CITY	\$14,275
Service Betterment	1	S	PTL.	CITY	\$12,306
Business Manager	1	C		CITY	\$18,298
Account Technician 2	1	C		CITY	\$ 9,911
Account Technician 3	1	C		CITY	\$10,758
Clerk/Typist II	4	C		CITY	\$ 8,119
Clerk/Steno I	1	C		CITY	\$ 7,490
Clerk/Steno III	1	C		CITY	\$ 9,110
Legal Advisor	1	C		CITY	\$18,066
Legal Researcher	1	S	SPEC.	CITY	\$13,291
Police Coordinator	1	C		POL. FOUND.	\$20,000
Program Evaluator	1	C		CITY	\$16,100
Evaluation Analyst	1	C		CITY	\$12,300
Supply Unit	3	S	PTL.	CITY	
Property Unit	3	S	PTL.	CITY	
Property Clerk	1	C		CITY	
Criminal Justice Coord.	1	C		VERA INSTITUTE	
Operations Analyst	1	C		VERA INSTITUTE	
Analyst	1	C		VERA INSTITUTE	
Program Analyst	1	C		CITY	
Case Analyst	1	C		CITY	
Planner	1	C		POL. FOUND.	
Data Collector	1	C		POL. FOUND.	
Policewoman	1	S	SPEC.	CITY	

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Grant Coordination
Forms Control

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Staff Support for Chief Executive

1. Robbery Analysis (Cincinnati Police Department, 1974)

Robbery was identified as a problem warranting special attention, particularly during the Christmas season. The robbery analysis describes robbery by location, time, premise, weapon, victim characteristics and offender characteristics.

2. Community Sector Team Policing (Cincinnati Police Department, 1974)

This is a survey of the major team policing program in Cincinnati. The analysis highlights major changes observed after six months of Com-Sec. The paper also addresses a variety of issues related to the design of the evaluation, and more generally, to the measurement of crime and criminal victimization.

3. Control Warrant Processing Procedure (Cincinnati Police Department, 1974)

The central warrant processing procedure was established in the Cincinnati Police Division in December, 1973, to improve warrant service efficiency through the use of mailed notifications and increased service patrol.

4. Investigative Effectiveness in Cincinnati (Cincinnati Police Department, 1973)

This is an evaluation to determine the effectiveness of three investigative models operational in the Cincinnati Police Division.

In March, 1973, three separate modes of investigation were employed simultaneously to determine the organizational structure most conducive to the investigation of criminal offenses.

5. Cincinnati Stationhouse Release Program (Cincinnati Police Department, 1973-4)

The stationhouse release program, implemented by the Cincinnati Police Division in January, 1973, offers the patrolmen an alternative to physical arrest by permitting him to release selected misdemeanor offenders on their own recognizance. This procedure enables the Division to devote more manpower to patrol, and less to the processing and incarceration of prisoners.

CLEVELAND POLICE DEPARTMENT
Department of Public Safety

Planning and Research
Thomas McGinty, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Officer-in-Charge	1	S	LIEUT.	CITY	\$17,586
Commanding Officer	1	S	CAPT.	CITY	\$20,400
Administrative Aides	2	S	PTL.	CITY	\$13,069
Administrative Aides	2	S	PTL.	CITY	\$13,309
Draftsman/Technical Cost Estimator	1	S	PTL.	CITY	\$13,069
Administrative Aides	2	S	PTL.	CITY	\$13,069

RESPONSIBILITIES

Administrative Problems
Written Directives
Grant Coordination
Forms Control
Rules
Ordinance Review

Contingency Plans
Department Budget
Graphic Arts
Staff Support for Chief Executive
Regulations
Equipment Requisition and Distribution

1. Motor Vehicle Theft Investigation (Cleveland Police Department, 1974)

This project outlines the investigative and reporting procedure of auto thefts currently employed by the Cleveland Police.

2. Unusual Activity Planning and Control (Cleveland Police Department, 1970)

"Unusual activity" shall be defined as an incident which requires the detailing or deployment of more than the normal number of police personnel to properly control or resolve.

3. Message Regarding Report System (Cleveland Police Department, 1972)

This project details the procedure of the telephone message recording system, which has been established in the Record File Section of the Division of Services. The purpose of the system is to eliminate the time delay in calling reports into the report center.

COLORADO SPRINGS POLICE DEPARTMENT
224 East Kiowa Street
Colorado Springs, Colorado

Planning and Research Unit
Brian R. Bennett, Director

1. System for Overtime Allocation and Control (Colorado Springs Police Dept., 1974)

This is a study of overtime consumption in the Colorado Springs Police Department. Specifically, it details consumption rates, who receives overtime and why overtime funds are used. A system to control the allocation of funds is recommended.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Analyst	1	C		LEAA, LOCAL	\$14,500
Assistant	1	C		LEAA, LOCAL	\$11,000
Keypunch Operator II	2	C		LOCAL	\$ 7,500
Data Specialist	1	C		LOCAL	\$ 7,500

RESPONSIBILITIES

Administrative Problems

Department Budget

Federal Grant Coordination

Efficiency and Workload Studies

Operational Problems

Crime Analysis

Staff Support

COLUMBUS OHIO POLICE DEPARTMENT

Planning and Research Bureau
Lt. Herman Stofle, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S		CITY	\$16,224
Patrolmen	3	S		CITY	\$12,875
Administrative Analyst Trainee	2	C		CITY	\$5.92 hr.

RESPONSIBILITIES

Administrative Problems

Written Directives

Staff Support for Chief Executive

Contingency Plans

Crime Analysis

1. Citizen Complaint Analysis (Columbus, Ohio Police Department, 1974)

Statistical data from the analysis of citizen complaints received during 1973 are presented, a brief interpretation of the data is included.

2. Position Statement on Citizen Input (Columbus, Ohio Police Department, 1974)

This is a brief statement of the need for citizen input in police decision-making, including an approach by which this can be accomplished and the key factors affecting its success.

3. Position Statement on Civilian Review Board (Columbus, Ohio Police Dept., 1974)

The reasons for opposition by the Division of Police to civilian review boards proposals are presented.

4. Position Statement on Victims of Crime (Columbus, Ohio Police Dept., 1974)

This is a general statement describing the problems faced by victims of crime and indicating the Division's support of efforts to focus more attention on the victims of crime.

5. Recommendations for Improving the Planning Function of the Division of Police (Columbus, Ohio Police Department, 1973)

The paper addresses the need for creating and maintaining a police planning unit in the Division and discusses how this unit should be designed and staffed.

6. Recommendations for the Upgrading of Police Educational Skills and Achievements (Columbus, Ohio Police Department, 1972)

This is a response to a previous study concerning the development of educational skills. Several approaches to the problem are presented.

7. Police Protection for Threatened Police Officers and Their Families (Columbus, Ohio Police Department, 1972)

This paper presents an approach designed to minimize the emotional input of threats upon an officer or his family.

8. Women in Policing (Columbus, Ohio Police Department, 1973)

The report includes a brief summary of constitutional, statutory and administrative provisions concerning discrimination against women. Data is presented on the number of women, standards of selection, and assignment of women in seven other police departments.

9. Four-Day Work Week Plan (Columbus, Ohio Police Department, 1973)

The study concerns the possibility of developing a 4-day work week

plan for the division's patrol bureau. Advantages and disadvantages are discussed and a proposal for a test project is presented.

10. Evaluation of Physical Standards for Police Officers (Columbus Police Dept., 1973)

The physical standards being used by the Division and policies governing the use of women police officers are evaluated with consideration to their validity and legality. Results of questionnaires, literature surveys, analyses of assault, and use of force data and direct observation are presented.

11. Police Accident and Injury Summary for 1972-73 (Columbus, Ohio Police Dept., 1973)

This report contains actual and estimated data on numbers and costs of vehicle accidents and personal injuries during 1972 and part of 1973.

12. An Analysis of Police Cadet Programs Within the United States (Columbus, Ohio Police Department, 1973)

The feasibility of beginning a Police Cadet Program is explored. The analysis draws upon the organization of Cadet programs in other police departments and their degree of success.

13. National Survey on Police Firearms Policy (Columbus, Ohio Police Dept., 1973)

The results of a survey of thirty police agencies' firearms policies are discussed. Questions asked concern wearing firearms on and off duty and department rules involved.

14. Rape Reduction Program (Columbus, Ohio Police Dept., January, 1974)

The problem of rape is analyzed through consideration of the actual offense, contributing circumstances, and procedures employed by the Division of Police, prosecutors and the courts. Several recommendations affecting public awareness and improved police operations are suggested.

15. Systematic Computer Organization for Police Effectiveness (Project Scope): (Columbus, Ohio Police Department, 1972)

Various police computer systems which can be implemented to increase police effectiveness in dealing with crime are discussed.

16. Motor Vehicle Management Study (Columbus, Ohio Police Department, 1972)

Police motor vehicle fleet operation is analyzed and compared to operations in other cities and states. The findings of the analysis and the recommendations are presented for consideration.

17. Facts About Gun Control (Columbus, Ohio Police Department, 1973)

The paper presents the major arguments for and against gun control and discusses the experiments with gun control in certain areas. It also includes an assessment of court attitudes toward firearms law violators.

CORPUS CHRISTI POLICE DEPARTMENT
Corpus Christi, Texas 78408

Planning and Research Bureau
Captain B.F. Blount, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPT.		

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Crime Analysis

Graphic Arts

Forms Control

Map-Making

Rules and Regulations

DALLAS POLICE DEPARTMENT
2014 Main Street
Dallas, Texas 75201

Planning and Research Division
Captain Charles R. Busby, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPT.	CITY	\$1,478 mo.
Lieutenant	2	S	LIEUT.	CITY	\$1,356 mo.
Sergeants	2	S	SGT.	CITY	\$1,255 mo.
Police Officer	1	S	OFFICER	CITY	\$1,010 mo.
Statistical Analyst	1	C		CITY	\$1,019 mo.
Administrative Assistant 12	2	C		CITY	\$ 948 mo.
Administrative Assistant 10	2	C		CITY	\$ 794 mo.
Police Analyst 8	2	C		CITY	\$ 680 mo.
Steno/Secretary	1	C		CITY	\$ 583 mo.
Clerk/Typist	1	C		CITY	\$ 506 mo.
Clerk/Typist	2	C		CITY	\$ 472 mo.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Graphic Arts
Map-Making

Operational Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

DENVER POLICE DEPARTMENT
13th and Champa Streets
Denver Colorado 80204

Research and Development Bureau
Captain C. Y. Hanson, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Bureau Commander	1	S	CAPT.	CITY	
Supervisor	1	S	SGT.	CITY	\$16,812
Forms and Printing	1	S	TECH.	CITY	\$15,372
General Correspondence	1	S	DET.	CITY	\$15,372
Grantsmanship	1	S	PTL.1ST GRD.	CITY	\$14,076
Operations Manual	1	S	PTL.1ST GRD.	CITY	\$14,076
Administrative Clerk	1	C		CITY	\$ 7,500
Clerk-Typist II	1	C		CITY	\$ 5,548

RESPONSIBILITIES

Contingency Plans
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Written Directives
Graphic Arts
Map-Making
Printing

DES MOINES POLICE DEPARTMENT
East First and Court Avenues
Des Moines, Iowa 50309

Research and Development Section
John L. Jones, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LOCAL TAXES	\$501-609 Bi-weekly
Lieutenant	1	S	LIEUT.	LOCAL TAXES	\$425-512 Bi-weekly
Patrolman	2	S	PTL.	LOCAL TAXES	\$360-435 Bi-weekly
Administrative Analysts	2	C		LOCAL TAXES	\$406-489 Bi-weekly
Secretary	1	C		LOCAL TAXES	\$197-235 Bi-weekly

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Map-Making
Staff Support for Chief Executive	Data Processing Planning and Liaison

1. National Highway Safety Grants (Des Moines, 1974)

The grants provided funds for radar and accident investigation equipment, video tape equipment, accident investigation training, select traffic law enforcement training and traffic management training.

2. Stop Theft and Mark Property (STAMP) (Des Moines Police Department, Spring, 1974)

The project was intended to initiate procedures that would reduce the incidence of residential burglaries and assist in the recovery of stolen property. In addition, it was intended to assist residents in recording articles within their homes for future reference in the event of theft and make residents aware of the precautions they might take to reduce the possibility of burglary.

3. UHF Communication System (Des Moines, May, 1974)

It was the intention of this study to maximize the utilization of a six-channel UHF communication system. It was also intended to reduce air time usage and permit mobile units to gain access to a radio channel in five seconds or less during a normal busy period.

4. Communications Improvement (Des Moines, 1974)

The project provided for the installation of a six-channel

UHF communications system utilizing satellite receivers and mobile radios as the primary means of communication, supplemented by personal portable radios.

5. Information System Grant (Des Moines, 1974)

The grant provided for the design and development of a computer-based information system that provides wanted and stolen property information and limited criminal history information to field elements. It also provides for the improvement of manual records storage system and has grown to include a computerized management information system. The grant also provided for the purchase of computer terminals to be used by the department and surrounding agencies.

6. Metropolitan Area Narcotics Squad (Des Moines, 1974)

The squad consists of 14 investigators under the control of the Department Chief. The unit is responsible for narcotics enforcement in Polk County.

7. Police School Liaison Program (Des Moines, 1974)

This program placed detectives from the youth section into the secondary schools. They act as counsellors and investigate cases involving youth in the schools for which they are responsible.

8. Regional Training Academy (Des Moines, 1974)

A Federal grant assisted in the construction of a \$300,000 facility to provide instruction to officers of the department and surrounding jurisdictions.

9. Improved Patrol Effectiveness (Des Moines, 1974)

The study provided recommendations for improving patrol effectiveness, increasing patrol time and manpower allocated to crime prevention and criminal apprehension. It also serves indirectly as a critique of the beat configuration study completed in December of 1973, as it includes a restructuring of the beat configurations based entirely on workload.

10. Patrol Manpower Allocation and Revised Beat Configuration (Des Moines, 1974)

The study was conducted to establish a more effective and equitable beat structure within the City of Des Moines and to allocate manpower more effectively in order to equalize the workload. It analyzes ten variables that influence the patrol function, i.e., population, density, land area, land use, median and mean income, poverty level income, age, education, ethnicity and workload.

11. Area Car Plan (Des Moines, 1974)

The project provided additional police service to high crime areas. Teams of police officers and cadets were assigned to handle the majority of calls in these areas. In addition, they participated in community meetings, contacted area businessmen, assisted at school functions and

attempted to work closely with the community residents in order to improve communication between the residents and the department.

DETROIT POLICE DEPARTMENT
Detroit
Michigan

Analysis and Planning Division
Commander John Tsampikon

12. Community Service Aid Program (Des Moines, 1974)

The program utilized residents of the community in a paraprofessional capacity to act as intermediaries between the community and the department.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Systems Development Section	9	BOTH	1 LT. 1 SGT. 3 PTL. 4 CIV.	CITY BUDGET and FEDERAL GRANT	
Goals and Standards Section	13	BOTH	2 LT. 3 SGT. 5 PTL. 3 CIV.	CITY BUDGET and FEDERAL GRANT	
Special Projects Section	18	BOTH	2 LT. 3 SGT. 6 PTL. 7 CIV.	CITY BUDGET and FEDERAL GRANT	

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Crime Analysis
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief Executive

1. Women in Policing (Detroit Police Department)

The department has taken the initial steps toward achieving complete interchangeability of male and female officers in all assignments. Under this program, female officers will be assigned in the same manner as male officer upon completion of recruit training.

2. Project Decentralization (Detroit Police Department)

The project, which was funded under a \$5,000,000 discretionary Federal grant is aimed at the overall reorganization of the department. A plan of action was devised in which specific goals or objectives were delineated.

3. Civilianization (Detroit Police Department)

Under the civilianization program currently being researched, every task in the organization will be categorized as "police" or "non-police." Those functions determined to be exclusively "non-police" will be performed through the use of civilian personnel. Some areas for civilianization within the department have been identified.

4. Police Mini-Station Project (Detroit Police Department)

The mini-station program is aimed at establishing lines of communication between the police and the community by creating an atmosphere of neighborhood policing in which the roles of police officers and citizens

are interdependent. The mini-stations will bring the police department to the doorstep of the community thus providing access to a realistic view of the total crime picture, as opposed to the fragmented view of crime now available through reported crime statistics.

DULUTH POLICE DEPARTMENT
Duluth
Minnesota

License, Training and Planning Bureau
Lieutenant Walt Peterson, Director

ELIZABETH, NEW JERSEY POLICE DEPT.
Elizabeth
New Jersey

Planning Bureau
Joseph Brennan, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
License Inspector Training and Planning Officer	1	S	LIEUTENANT		\$1,410 mo.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	S	LIEUTENANT	CITY	\$15,150
Assistant Planner	1	S	PTL.	CITY	\$12,800

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination

License Inspection
Training

RESPONSIBILITIES

Administrative Problems
Operational Problems
Contingency Plans
Written Directives

Department Budget
Crime Analysis
Federal Grant Coordination
Staff Support for Chief Executive

EL PASO POLICE DEPARTMENT
El Paso
Texas

Planning and Research Division
H. T. Vogel, Director

FLINT, MICHIGAN POLICE DEPARTMENT
210 East Fifth Street
Flint, Michigan

Planning, Research and Training
Gregory Dettman, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	ASST. CHIEF	CITY	\$19,256
Asst. Director	1	S	LIEUTENANT	CITY	\$14,292
Planning Analyst	1	S	LIEUTENANT	CITY	\$13,611
Research Analyst	1	S	SERGEANT	CITY	\$12,283
Draftsman/Planner	1	S	PTL.	CITY	\$10,070
Publications Editor	1	S	PTL.	CITY	\$10,070
Secretary	1	C		CITY	\$ 4,980

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Written Directives
Graphic Arts
Forms Control

Operational Problems
Mapmaking
Staff Support for Chief Executive
Long-Range Planning

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	PTL.	CITY	\$14,000
Coordinator/Training	1	S	PTL.	CITY	\$14,000
Assistant Coordinator/ Training	1	S	PTL.	CITY	\$14,000
Key Punch	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Administrative Problems
Operational Problems
Contingency Plans
Written Directives
Crime Analysis

Federal Grant Coordination
Forms Control
Mapmaking
Staff Support for Chief Executive

FORT LAUDERDALE POLICE DEPARTMENT
Fort Lauderdale
Florida

Administrative Services Division
Major William McPherson, Director

1. Police Department Shooting Policy (Flint, Michigan Police Dept., 1974)

This is a survey of over 100 departments, nationwide. Under consideration were legal and ethical ramifications of various shooting policies.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$17,000

RESPONSIBILITIES

Administrative Problems
Department Budget

Federal Grant Coordination
Training

FORT WORTH, TEXAS POLICE DEPARTMENT
City Hall
Forth Worth, Texas

Research and Planning Division
Kenneth Yarbrough, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Coordinator	1	C		CITY	\$1,195 - 1,600 mo.
Admin. Assistant II	2	C		FEDERAL	\$ 850 - 1,093 mo.
Admin. Assistant I	1	C		CITY	\$ 739 - 944 mo.
Clerk/Steongrapher II	1	C		CITY	\$ 521 - 644 mo.
Clerk Typist III	1	C		FEDERAL	\$ 521 - 644 mo.
Planning Officer	1	S	CHIEF DISPATCHER	CITY	\$ 964 mo.
Associate Planner	1	C		CITY	\$1,026 - 1,375 mo.
Program Analyst	1	C		FEDERAL	\$ 776 - 991 mo.
Interns	2	C		CITY	\$ 2.90 hr.

RESPONSIBILITIES

Administrative Problems

Operational Problems

Federal Grant Coordination

Mapmaking

Contingency Plans

Crime Analysis

Forms Control

Staff Support for Chief Executive

1. Offense Report Procedure Study (Fort Worth Police Department, 1974)

The study was undertaken to ascertain the cost and operating procedure of the Offense Report Office and to assess the cost and procedure that would be involved in changing the system so that officers would call in their reports. Typists would transcribe the recorded messages.

2. Cost Benefit Analysis: Cadet Program (Fort Worth Police Dept., 1974)

A brief, preliminary analysis was developed to determine the advantages of a police cadet program within the department. The report contains information regarding cadet's duties, training, work, cost, and monthly activities.

3. Beat Alignment Aid (Fort Worth, Texas Police Department, 1974)

A computer program analyzed the clustering of police tracts into new beats. Its input is the "activity numbers" of the tracts (which measure the recent police activity in each tract), the area of each tract, and previous beat maps. Hopefully, new beat maps of sufficient quality will be produced in which only minor changes will be required.

4. Four-Day Work Week: A Comparative Analysis (Forth Worth Police Dept., 1972)

On January 8, 1972, the department initiated an experimental

application of the four-day work week within the radio patrol division. Such variables as the crime rate, traffic accidents, arrests, response time, preventative patrol time, safety of operations, manpower allocation and operational efficiency were tested.

5. Police Assessment Center (Fort Worth, Texas Police Department)

The assessment center is the final step in a police recruitment process which provides a rank ordered list of qualified eligibles for police service. Applicants are evaluated by these assessors in the following exercises: (1) Work simulation exercise, (2) Group exercise (each applicant interacts with the group in six police situations, (3) interview exercise (each applicant is asked questions predetermined by the assessor).

6. Computerized Map and Diagram Production (Fort Worth Police Department)

This project (SYMAP) involves a computer program in the production of maps and diagrams which graphically depict spatially disposed quantitative and qualitative information. SYMAP is presently involved in two areas: (1) Crime concentration and movement, and (2) The mapping of radio calls.

7. Lighting Project (Fort Worth Police Dept., 1974)

The project was initiated to determine the deterrent effects of increased neighborhood street lighting on the incidence of crime within a particular community. Monthly crime and traffic statistics were compiled and analyzed and compared to a control community, and the city as

a whole.

8. Neighborhood Crime Prevention Teams (Fort Worth Police Department)

This program has been initiated with the primary goal of reducing the incidence of crime within a small geographical area of Fort Worth through better community relations and increased police effectiveness. It is the concept of the program that the community and its citizens are as responsible for the prevention of crime as is the police department.

9. Organized Crime Intelligence Unit (Fort Worth Police Department, 1974)

The program's goal is to detect, control and prevent organized crime by directing the unit's attention to bookmaking and organized theft rings. The unit serves as the control agency for information pertaining to suspected organized crime in the country.

FRESNO POLICE DEPARTMENT
Fresno
California

Administrative Services Bureau
James L. Packard, Director

POSTION	NUMBER	SWORN OR CIVILIAN	RANK, IF SWORN	FUNDING SOURCE	SALARY
Deputy Chief	1	S	DEP. CHIEF	CITY	\$1,792 - 2,210 mo.
Personnel Int. Invest.	1	S	LIEUTENANT	CITY	\$1,485 - 1,727 mo.
Legal Advisor	1	C		CCCJ GRANT	\$1,635 - 1,987 mo.
Planning/Grants	1	S	SERGEANT	CITY	\$1,301 - 1,496 mo.
Planning	1	S	POL. SPECIALIST	CITY	\$1,158 - 1,347 mo.
Research/Development	1	S	SERGEANT	CITY	\$1,301 - 1,496 mo.
Training	2	S	POL. SPECIALIST	CITY	\$1,158 - 1,347 mo.
Steno/Secretary	1	C		CITY	\$ 631 - 768 mo.
Police Clerk	1	C		CITY	\$ 512 - 622 mo.

RESPONSIBILITIES

Administrative Problems

Written Directives

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Legal Advisor

Contingency Plans

Crime Analysis

Graphic Arts

Mapmaking

Training

Police Reserve

1. Organizational Development (Fresno Police Department, July, 1972)

First phase of organization development. A task force study of the purposes, objectives, goals and activities of the department.

2. Management Development (Fresno Police Department, November, 1973)

(Second phase of organization development). This study included a seminar devised and conducted by the Center for Training and Development, School of Public Administration, University of Southern California. It was designed for City Managers and Chiefs of Police. At the conclusion of the seminar, it was determined that a similar program could be extremely productive for all management and supervisory personnel.

3. Third Phase of Organizational Development (Fresno Police Dept, September, 1973)

All management and supervisory personnel attended the seminar; each group represented a "vertical slice" of ranking personnel from chief to sergeant. The resulting report represented an objective attempt to establish guidelines, priority of effort, and to emphasize weaknesses in the Department's structure and processes. The program was designed to: (1) Open lines of communication within the department, (2) Foster the concept of shared responsibility for department problem solving, (3) Establish lines of authority, (4) improve interpersonal relationships among supervisory personnel.

GLENDALE POLICE DEPARTMENT
 140 North Isabel Street
 Glendale, California

Planning and Fiscal Affairs Bureau
 Donald Hughes, Director

4. Proposed Police Services Within the Urban Unification Boundaries
 (Fresno Police Department, 1974)

The study views the costs and feasibility of expanding total police services to the limits of the Urban Unification Boundaries. It contains a recommended operational plan and alternatives.

5. Smith and Wesson Pistol and .38 Caliber Revolver Study (Fresno Police Dept., 1973)

The department conducted a comparison of various modern handguns to determine if a more accurate, safe, reliable, and versatile weapon is available. The conclusion of the study resulted in the police department changing from a .38 caliber revolver to the Smith and Wesson 9 mm automatic pistol.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$1,784 mo.
Chief Clerk	1	C		CITY	\$1,062 mo.
Police Cadets	2	C		CITY	\$ 3.31 hr.

RESPONSIBILITIES

Contingency Plans
 Department Budget
 Mapmaking

Written Directives
 Forms Control
 Staff Support for Chief Executive

GRAND RAPIDS POLICE DEPARTMENT
Grand Rapids
Michigan

Research and Planning
Robert D. Rowe, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$18,747
Assistant	1	S	SERGEANT	CITY	\$16,571
Research Assistant	1	S	PTL.	CITY	\$15,652
Analysis Aide	1	S	PTL.	CITY	\$15,052
Police Interns	2	C		LEAA	\$ 2.50 hr.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Graphic Arts

Mapmaking

Crime Prevention

Operational Problems

Written Directives

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

1. Aerial Patrol Study (Grand Rapids Police Department, February, 1974)

The study examines the cost effectiveness of the various types of aerial patrol craft. It proposes a shared use operational agreement. This argument would reduce the capitol outlay for each agency, while providing for maximum utilization of the aircraft.

2. Grand Rapids Police Motorcycle Performance Evaluation (Grand Rapids Police Dept., 1973)

Several models of two-wheel motorcycles were tested by patrol officers.

3. College Level Intern Program (Grand Rapids Police Department, October, 1974)

This is a preliminary report on the college level intern program, a project funded through an LEAA grant. The project has two primary objectives: The first is to relieve sworn personnel from quasi-law enforcement duties; and the second objective is to provide college students with a meaningful work experience within the criminal justice system.

GREENSBORO POLICE DEPARTMENT
Greensboro
North Carolina

Planning and Research
Daniel Wood, Director

HARTFORD POLICE DEPARTMENT
155 Morgan Street
Hartford, Connecticut

Planning and Budgeting Division
N. Sullivan, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT		\$14,916
Pol. Proj. Coordinator	1	S	SERGEANT		\$13,573
ASST. PLANNING OFFICER	1	S	PTL.		\$12,276

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Mapmaking

Property Control

Operational Problems

Written Directives

Crime Analysis

Forms Control

Staff Support for Chief Executive

Vehicle Records and Analysis

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$ 309.50 wk.
Sergeant	1	S	SERGEANT	CITY	\$ 269.75 wk.
Patrolmen	2	S	PTL.	CITY	\$ 269.75 wk.
Sr. Admin. Analyst	1	C		CITY	\$ 293.75 wk.
Admin. Analyst	1	C		CITY	\$ 239.50 wk.
Admin. Analyst	1	C		CITY	\$ 276.75 wk.
Payroll Clerk	1	C		CITY	\$ 167.00 wk.
Account Clerk	1	C		CITY	\$ 145.75 wk.

RESPONSIBILITIES

Operational Problems

Written Directives

Crime Analysis

Forms Control

Payroll

Contingency Plans

Department Budget

Federal Grant Coordination

Mapmaking

Property Management

1. Review of the Street Crimes Unit (Hartford, Connecticut Police Department)

The study evaluates the productivity of the Street Crimes Unit during a two-month period. Included within the report are the reasons for the unit's inception, the primary geographic areas of concentration, the unit's manpower allocation and its method of operation.

2. A Survey of Housing Project Security Patrols (Hartford Police Department)

The study is an overview of crime within the City's housing projects and the response of the police and housing authority to it. It reviews the incidence of crime within the projects and highlights the citizen fear accompanying its occurrence.

To help alleviate the problem, a plan is proposed that recommends a preprofessional security patrol within the projects. Enumerated within the plan are various physical changes needed to guarantee security, manning and equipment requirements of the patrol, training methods designed especially for the patrol, and certain programs within the community aimed at crime prevention.

3. Combined Hospitals Alcoholism Program (Hartford Police Department)

In conjunction with five area hospitals, this department has developed procedures for handling intoxicated persons without submitting them to the arrest process. Information is available that outlines

legal, medical, health and police responsibilities.

4. Job Task Analysis for Patrol Officers and Patrol Sergeants (Hartford, Police Dept.)

This Arthur Young study attempted to:

1. Refine and verify a job description to reflect actual duties, activities and responsibilities of the patrol officer and his line supervisor.
2. Develop improved procedures and a rational structure for the candidate background investigation and the Chief's interview.
3. Develop a performance evaluation system.
4. Develop an evaluation system to monitor the effectiveness of the background investigation, Chief's interview and performance evaluation procedures.

5. Alternate Methods of Delivering Police Services (Hartford Police Department)

This 114-page study, conducted by Arthur Young and Company, identifies non-criminal services provided by the Hartford Police Department and evaluates alternative methods of delivering these services. Following a cost-benefit analysis, the study suggests that certain tasks performed by the police, such as school crossing and other traffic assignments, could be adequately performed by other means. Other non-criminal services are determined to be proper police functions.

6. Standardization of Police Discretion (Hartford, Connecticut Police Dept.)

This report documents a fifteen-month effort by the Hartford Police

HAMMOND, INDIANA POLICE DEPARTMENT
Hammond
Indiana

Planning Personnel and Training Division
John Klapak, Director

Department to develop a field test and to evaluate written policy guide-
lines for police discretion in selected order-maintenance situations.
Three separate written guidelines were produced in this project. These
policies deal with police discretion and procedures for handling domestic
disputes, the mentally ill and disturbed.

The report includes the background of the project, the policy
development process, a training program to implement the guidelines,
a six-week operational test of the guidelines and an evaluation of the
field testing program. Detailed project findings and recommendations
are presented to improve and implement the guidelines.

7. Departmental Contingency Plans (Hartford Connecticut Police Department)

This department has developed contingency plans which outline
available resources, situations, concepts of operation, and responsibilities
of department members when various extraordinary conditions arise.
Conditions outlined by the plans include: Civil disorder, natural disaster,
snow emergency, oil and chemical spill, and destruction of Police Head-
quarters Building by natural disaster or other means.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN	CITY	\$12,720
Planning Lieutenant	1	S	LIEUTENANT	CITY	\$12,120
Training Officers	2	S	SERGEANT	CITY	\$11,520
Court Officer	1	S	SERGEANT	CITY	\$11,520

RESPONSIBILITIES

Administrative Problems
Federal Grant Coordination
Training

Contingency Plans
Staff Support for Chief Executive

HIALEAH POLICE DEPARTMENT
Hialeah
Florida

Administrative Division
Alden R. Berry, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	CAPTAIN	CITY	\$18,434
Planning Coordinator	1	S	PTL.	CITY	\$13,962
Clerk/Typist	1	C		CITY	\$ 7,774

RESPONSIBILITIES

Administrative Problems

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

Uniforms

HOUSTON POLICE DEPARTMENT
61 Riesner Street
Houston, Texas

Planning and Research Division
M. A. Kasowski, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$1,561 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$1,347 mo.
Sergeant	1	S	SERGEANT	CITY	\$1,169 mo.
Detectives	3	S	DETECTIVES	CITY	\$1,169 mo.
Patrolmen	8	S	PTL.	CITY	\$1,009 mo.
Maintenance	1	C		CITY	\$ 745.98 mo.
Stenographer	1	C		CITY	\$ 561.31 mo.
Clerks	2	C		CITY	\$ 315.00 mo.

RESPONSIBILITIES

Operational Problems

Crime Analysis

Graphic Arts

Mapmaking

Contingency Plans

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

HUNTINGTON BEACH CALIFORNIA POLICE DEPT.
P. O. Box 70
Huntington Beach, California

Special Operations Division
Michael Burkenfield, Director

INDEPENDENCE POLICE DEPARTMENT
Independence
Missouri

Planning and Research Unit
James Wilkinson, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>	<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN			Planning and Research Officer	1	S	SERGEANT	CITY	\$1,031 mo.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Federal Grant Coordination
Staff Support for Chief Executive

Operational Problems
Written Directives
Graphic Arts

RESPONSIBILITIES

Administrative Problems
Written Directives
Crime Analysis
Staff Support for Chief Executive

Contingency Plans
Department Budget
Federal Grant Coordination

INDIANAPOLIS POLICE DEPARTMENT
Indianapolis
Indiana

Office of Planning and Research
D. James Ragsdale, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Officer in Charge	1	S	SERGEANT		
Crime Analysts	1	S	PTL.		
Management Analysts	1	S	PTL.		
Orders Clerk	1	S	PTL.		
Graphic Artist	2	S	SERGEANT		
Special Projects	1	S	PTL.		
Typist	1	C			

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Forms Control

Operational Problems
Written Directives
Graphic Arts
Mapmaking

JACKSONVILLE POLICE DEPARTMENT
P. O. Box 2070
Jacksonville, Florida

Planning and Research Department
B. H. Quesinberry, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$18,192
Watch Commander	1	S	SERGEANT	CITY	\$15,816
Police Officer	1	S	PTL.	CITY	\$12,840
Police Officer	1	S	PTL.	CITY	\$12,840
Clerical	1	C		CITY	\$ 6,030
Project Director	1	C		CITY	\$12,239

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Crime Analysis
Graphic Arts
Mapmaking

JERSEY CITY POLICE DEPARTMENT
8 Erie Street
Jersey City, New Jersey

Development Division
Saverio T. Constantino, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	DEP. CHIEF		\$24,000
Lieutenant	1	S	LIEUTENANT		\$17,000
Detective	1	S	DETECTIVE		\$14,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Federal Grant Coordination

Mapmaking

1. Crime Prevention Unit (Jersey City Police Department)

The unit gathers statistics concerning the crime of breaking and entering. An organized unit performs lecture and presentation work on security in the home. It advocates the creation of block organizations and, hopefully, the cooperation of the citizenry in the overall objective of decreasing crime.

2. Alcohol Detoxification Program (Jersey City Police Department)

The project involves the diversion of individuals having a drinking problem to a detoxification unit for immediate treatment, the arrest process is conducted the following day. The program admits people who are not subject to arrest but feel the need for help.

KANSAS CITY POLICE DEPARTMENT
Kansas City
Missouri

Administrative Analysis Division
James Keiter, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	MAJOR	CITY	\$1,409 - 1,479 mo.
Unit Commander	1	S	CAPTAIN	CITY	\$1,278 - 1,409 mo.
Supervisors	3	S	SERGEANT	CITY	\$1,159 - 1,278 mo.
Admin. Assistant	1	C		CITY	\$ 679 - 825 mo.
Research Officers	6	S	PTL.	CITY	\$ 749 - 1,159 mo.
Planning Officers	3	S	PTL.	CITY	\$ 749 - 1,159 mo.
Planning Assistant	1	C		CITY	\$ 532 - 647 mo.
Stenographer	1	C		CITY	\$ 507 - 616 mo.
Clerk/Typist	2	C		CITY	\$ 395 - 559 mo.

RESPONSIBILITIES

Administrative Problems

Written Directives

Graphic Arts

Mapmaking

Contingency Plans

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

1. Preventive Patrol Experiment (Kansas City Police Department)

The department conducted an experiment (one year) designated to measure the impact routine patrol had on the incidence of crime and the public's fear of crime. This experiment employed a methodology which determined that traditional routine preventive patrol had no significant impact on the level of crime on the public's feeling of security.

2. Rape Program (Kansas City Police Department)

In February, 1973, personnel of the department initiated a comprehensive study of the crime of rape. A Metropolitan Coordinating Committee for Rape Treatment, comprised of social workers, physicians, nurses, police officers, prosecutors, judges, defense attorneys, academicians, and rape victims was formed. Information regarding this study is available upon request.

3. Domestic Violence Study (Kansas City Police Department)

This study was designed to facilitate officer intervention in disturbances and to intercept motivational patterns leading up to subsequent aggravated assaults and homicides. The detailed research effort established the relationship of aggravated assaults and homicides to prior police disturbance interventions. In a subsequent analysis of the characteristics of disturbance participants, the research isolated

patterns having high correlates with the ensuing use of physical force.

4. Response Time Analysis Study (Kansas City Police Department)

In an effort paralleling Police Foundation-sponsored activity, the department designed, secured funding, and implemented the first detailed research project to analyze the impact of response time to crime and service calls on multiple dimensions including apprehension, prosecution, witness availability, victim injury and citizen satisfaction with police service. The study will continue through September, 1976. Results will not be available until after that date.

5. Peer Review Program (Kansas City Police Department)

This program was first implemented by patrol officers in a major effort to assume counselling responsibilities for peers exhibiting performance problems in interacting with citizens. A non-punitive review process, the panel is not part of normal department disciplinary channels.

6. Personnel Task Force (Kansas City Police Department)

A personnel task force comprising civilian and sworn personnel has been formed to undertake a comprehensive study of the personnel policies and practices of the department. Briefly, the task force is utilizing a framework of systems theory to develop a comprehensive resource management system. To date, the task force has identified six program components: (1) A task inventory, (2) Human resource inventory, (3) Employee assessment component, (4) Counselling,

(5) Training, and (6) A career development and reward system.

An assessment center for promotion to the rank of sergeant was established in early 1974, and to the best of our knowledge, this is the first time this concept has been utilized for supervisory level promotions in a major metropolitan police department.

7. Interactive Patrol Program (Kansas City Police Department)

This project emerged from a detailed program of community involvement with patrol personnel in program planning. Implementation calls for the increased interaction of patrol officers and community residents in a complex series of project activities containing 15 sub-component parts. The task force proposed a patrol strategy which represented a complex blend of traditional and totally unique community relation activities that sought to generate a greater understanding and a stronger bond between the police and the community in one of the highest crime areas of the city.

8. Jail Consolidation Plan (Kansas City Police Department)

The Kansas City, Missouri Police Department and the Jackson County Department of Corrections are developing a plan in which the detention operations, presently operated by both agencies, are being consolidated to reduce duplicated efforts and expenses. The plan calls for the county to assume most of the detention operations. This would enable the police department to close the police city jail. The project is in the preliminary planning stages.

LEXINGTON POLICE DEPARTMENT
Lexington
Kentucky

Research and Development
Sergeant Lee Morgan, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	SERGEANT	CITY	\$373 bi-wkly.
Specialist	5	S	PTL.	CITY	\$347 bi-wkly.
Officer Manager	1	C		CITY	\$347 bi-wkly.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Mapmaking

Equipment Specifications

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

1. Home Fleet Program (Lexington, Kentucky Police Department, August, 1974)

The study evaluates the first year of the department's experience with a take-home cruiser plan. It examines initial and recurring costs, maintenance, off-duty activity, crime statistics and officer attitudes. Costs of the program are compared to the costs in which would be incurred in maintaining the same level of coverage with a pool fleet.

LINCOLN POLICE DEPARTMENT
550 South 9th Street
Lincoln, Nebraska

Planning Department
E. C. Armstead, Director

MADISON POLICE DEPARTMENT
Madison
Wisconsin

Planning and Research Unit
Jules Butler, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planning Officer	1	S	LIEUTENANT	CITY	\$14,895

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LEAA	\$17,000
Police Officer	1	S	PTL.	CITY	\$12,500

RESPONSIBILITIES

Department Budget
Federal Grant Coordination

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Staff Support for Chief Executive

Operational Problems
Written Directives

MIAMI POLICE DEPARTMENT
P. O. Box 614
Miami, Florida

Planning Unit
James Reese, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$1,563 mo.
Planning Sergeant	2	S	SERGEANT	CITY	\$1,167 mo.
Planning Officer	1	S	PTL.	CITY	\$1,007 mo.
Secretary	1	C		CITY	\$ 586 mo.

RESPONSIBILITIES

Administrative Problems
Written Directives

Contingency Plans
Staff Support for Chief Executive

1. Management Development Program (Miami Police Department, October, 1973)

The report is a plan for managerial level education and training for police personnel. The goal of the program is to effect behavioral change in the student by the development of special managerial and supervisory skills. The report includes information on module summaries, course curriculum, and measurable objectives.

2. Homicides and the Lunar Cycle (Miami Beach Police Department, July, 1972)

Data on homicides were analyzed by computer to determine whether a relationship exists between the lunar synodic cycle (moon phases) and crimes of violence.

3. Rape Treatment Center (Miami Police Department, January, 1974)

The program was created to provide the patient with immediate care and treatment including gynecological, traumatic, psychiatric, and nursing. The patient is encouraged by the staff to speak to the proper law enforcement agency.

MINNEAPOLIS POLICE DEPARTMENT
 Minneapolis
 Minnesota

Planning and Research Division
 Jack McCarthy

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$1,425 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$1,250 mo.
Patrolmen	5	S	PTL.	CITY	\$1,100 mo.
Secretary	1	C		CITY	\$ 750 mo.
Admin. Analyst	1	C		CITY	\$1,200 mo.
Student Interns	3	C		CITY, STATE, FED.	\$2.50 - 3.00 hr.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

CONTINUED
 1 OF 2

1. Misdemeanor Non-Traffic Tag Experiment (Minneapolis Police Department, 1974)

2. Police and Community Activities Project (Grant-Minneapolis Police Dept., 1974)

This grant has two components: A recreation program serving young people living in high crime areas, and a comprehensive referral program providing information on social services and early intervention into delinquency.

3. Civil Disturbance Uniforms (Minneapolis Police Department, 1974)

4. Police Review Boards (Minneapolis Police Department, 1974)

5. Use of Civilians for Non-Critical Functions (Minneapolis Police Dept., 1974)

6. Career Development-Sergeant (Minneapolis Police Department, 1973)

7. Police Department Purchasing (Minneapolis Police Department, 1974)

8. Police Personnel Selection, Training and Evaluation (Grant-Minneapolis Police Department, 1974)

The stated objective is to increase the responsiveness of the police force to the needs of the department and the community by becoming more professional and effective in field operations and screening procedures.

9. Survey of Suburban Police Overtime Pay (Minneapolis Police Department)

10. Transfer Officer Program (Grant-Minneapolis Police Department, 1974)

The objective is to make available to the participating cities, officers from other police forces who would be unrecognizable as police officers; our emphasis would lie with drug enforcement.

11. Precinct Station Advisory Board (Minneapolis Police Department, 1974)

12. Precinct Consolidation Survey (Minneapolis Police Department, 1974)

13. Electronics Communication System (Grant-Minneapolis Police Department, 1974)

The grant's objective is to investigate the effectiveness of using mobile computer terminals in the squad cars.

14. Communications (Grant-Minneapolis Police Department, 1974)

The grant's objective is to develop a coordinated state-wide system for police radio communications and to assist Minneapolis in changing from VHF to UHF.

15. Helicopter Patrol Proposal (Minneapolis Police Department, 1974)

16. Identification of Police Vehicles (Radio Code) (Minneapolis Police Dept., 1974)

17. Computer Technology Transfer Program (Grant-Minneapolis Police Dept., 1974)

The grant's objective is to demonstrate methods to transfer proven, operational criminal justice application modules from another agency to this one.

18. Police Vehicle Inspection (Minneapolis Police Department, 1974)

19. Police Handgun Studies (Minneapolis Police Department, 1974)

20. Organized Crime Intelligence Unit (Grant-Minneapolis Police Department, 1974)

The grant's objectives is to establish a unit whose primary responsibility will be organized crime.

MOBILE POLICE DEPARTMENT
Mobile
Alabama

Planning Division
George Winstanley

NASHVILLE POLICE DEPARTMENT
110 Public Square
Nashville, Tennessee

Planning and Research Division
Ralph Peck, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$1,291 mo.
Assistant	1	S	LIEUTENANT	CITY	\$1,101 mo.
Stenographer	1	C		CITY	\$ 607 mo.
Clerk	1	C		CITY	\$ 538 mo.
Planner	1	C		LEAA	\$ 994 mo.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Problems	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief Executive
Inspections	Training

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	
Section Commander	2	S	LIEUTENANT	CITY	
Planning Supervisor	1	S	SERGEANT	CITY	
Planning Section	2	S	PTL.	CITY	
Analysis Section	2	S	PTL.	CITY	
Grants Manager	1	S	SERGEANT	CITY	
Senior Stenographer	1	C		CITY	

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Written Directives	Crime Analysis
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief Executive

NEWARK POLICE DEPARTMENT
Newark
New Jersey

Planning and Research Bureau
Hubert Williams, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$20,000
Lieutenants	5	S	LIEUTENANT	CITY	\$15,000
Sergeants	3	S	SERGEANT	CITY	\$13,500
Legal Analyst	1	S	LIEUTENANT	CITY	\$15,000
Clerk/Stenographer	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Mapmaking

Operational Problems

Written Directives

Crime Analysis

Forms Control

Staff Support for Chief Executive

1. Tactical Anti-Crime Teams (Newark Police Department, 1974)

The program proposes to attack street crime by various methods, including disguise and decoy tactics, burglary alarms and surveillance camera, and stake-out vehicles equipped with alarm monitoring equipment.

2. Mail Security--Explosive Devices (Newark Police Department, 1974)

The study involves the handling of department mail as to the possibility of detecting, defusing, and preventing the delivery of mailed explosive devices.

3. Rape Analysis and Investigation Unit (Newark Police Department, 1974)

The designated unit will investigate the incidence of rape. A many-phased operation, it will require coordination between police, community groups, hospitals, prosecutors, courts, and para-professionals.

4. Intelligence Unit (Newark Police Department, 1974)

The purpose, staffing, and function of the unit is discussed and reviewed. The organizational structure of informational activities and analytic activities is outlined.

5. Civilian Personnel or Dispatchers and/or Complaint Clerks (Newark Police Dept., 1974)

Fifty-six cities were queried as to the use of civilian or police personnel as dispatchers or complaint clerks. Wages, working conditions, male/female considerations, and comments are noted.

NEW ORLEANS POLICE DEPARTMENT
P. O. BOX 51480
New Orleans, Louisiana

Research and Planning
Hugh M. Collins, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$1,000 mo.
Sergeant	1	S	SERGEANT	CITY	\$ 862 mo.
Police Officer	3	S	PTL.	CITY	\$ 710 mo.
Stenographer	2	C		CITY	\$ 487 mo.
Typists	2	C		CITY	\$ 436 mo.
Cadet	1	C		CITY	\$ 395 mo.

RESPONSIBILITIES

Operational Problems

Crime Analysis

Forms Control

Mapmaking

Contingency Plans

Graphic Arts

Forms Control

Staff Support for Chief Executive

NORFOLK POLICE DEPARTMENT
P. O. BOX 358
Norfolk, Virginia

Planning and Analysis Unit
R. H. Carawan, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Senior Analyst	1	S	CAPTAIN	LEAA/CITY	\$1,380 mo.
Procedures Analyst	1	C		LEAA	\$12,000
Police Planner	1	C		LEAA	\$12,000
Pol. Procedures Analyst	1	S	LIEUTENANT	LEAA	\$1,320 mo.
Police Planner	1	S	CORPORAL	LEAA	\$ 906 mo.
Pol. Administrator	1	C		LEAA	\$ 862 mo.
Crime Analyst	1	C		LEAA	\$ 862 mo.
Secretary	1	C		LEAA	\$ 614 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

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Operational Problems

Written Directives

Crime Analysis

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Staff Support for Chief Executive

1. Per Capita Expenditure Study (Norfolk Police Department, 1974)

A brief in-house study, based upon documents on hand, was conducted of the annual per capita expenditures of police departments of cities from 250,000 to 500,000 population and compared with that of the Norfolk Police Department.

2. Performance Evaluation Study Report (Norfolk Police Dept., 1973)

An unstratified true random sample survey was conducted of department sworn officers attitudes with regard to performance evaluation. Results heavily favor a regular, formal and frequent reporting system, free of bias, to be used for counselling the rates, considering assignments, and selecting candidates for advancement in conjunction with promotion examinations.

3. Investigative vs Patrol Manpower Allocation Survey (Norfolk Police Dept., 1974)

A mail survey of 26 United States cities of 250-500 thousand population was conducted to determine the mean percentage of total sworn police strength allocated to investigative and to patrol functions.

OAKLAND POLICE DEPARTMENT
455 Seventh Street
Oakland, California

Research and Development Section
John Vomacka, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Section Commander	1	S	LIEUTENANT	CITY	\$1,756 mo.
Research Officer	2	S	PTL.	CITY	\$1,328 mo.
Research Analyst	1	C		CITY	\$1,237 mo.
Research Analyst	1	C		CITY	\$1,207 mo.
Secretary	1	C		CITY	\$ 785 mo.
Clerk/Typist	1	C		CITY	\$ 711 mo.
Research Analyst	2	C		FEDERAL	\$1,178 mo.
Clerk/Typist	1	C		FEDERAL	\$ 660 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Data Processing

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

Statistics

1. Crime File System (Oakland Police Department, September, 1974)

The department desired a fast, reliable and convenient means of searching the identification elements of people, fingerprints and vehicles. The system had to provide a means of presenting visual records of persons matching the observed characteristics and of purging information no longer of interest. The report contains a description of the approach taken in utilizing advanced technology to aid in criminal investigation.

2. Semi-Automatic Car Locator System (Oakland Police Dept., 1971)

The problem studied was that of increasing apprehension rates by reducing response time. The study made use of digital communication to report geographic location and status of police vehicles. Results were evaluated, and conclusions and recommendations were presented.

3. Response Time Study (Oakland Police Dept., 1971)

The problem addressed was that of improving the Department's response capability without infringing upon the time available for other police activities. Response time data were gathered and cross-correlated with assignment and activity statistics in order to isolate the factors which influenced the behavior of elapsed response time. The factors isolated by this procedure were incorporated into several theoretical models which were refined and used to evaluate anomalies in actual response data.

The product was the generation of a series of alternatives which were systematically reviewed for feasibility and impact. From these, conclusions and recommendations were developed.

OMAHA POLICE DEPARTMENT
505 South 15th Street
Omaha, Nebraska

Research and Planning Unit
Blaine Berry, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$1,128 - 1,175 mo.
Sergeant	1	S	SERGEANT	CITY	\$1,035 - 1,082 mo.
Patrolmen	2	S	PTL.	CITY	\$ 772 - 971 mo.
Police Cadets	2	C		GRANT	\$ 2.50 hr.
Clerk/Typist	1	C		CITY	\$ 3.52 hr.

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Department Budget

Federal Grant Coordination

Forms Control

Mapmaking

Staff Support for Chief Executive

PEORIA POLICE DEPARTMENT
542 Southwest Adams Street
Peoria, Illinois

Planning and Research
Richard Couron

PHILADELPHIA POLICE DEPARTMENT
Franklin Square
Philadelphia, Pennsylvania

Research and Planning
David Cordivari, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Operations Analyst	1	C		CITY	\$20,000
Crime Analyst	1	C		LEAA	\$12,000
Clerk/Stenographer	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Operational Problems
Crime Analysis
Graphic Arts
Mapmaking

Department Budget
Federal Grant Coordination
Forms Control
Computer and Information System

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$19,714
Lieutenant	3	S	LIEUTENANT	CITY	\$17,239
Sergeants	6	S	SERGEANT	CITY	\$15,161
Policemen	7	S	PTL.	CITY	\$14,275
Administration	1	C		CITY	\$14,275
Stenographer/Clerk	3	C		CITY	SEALED

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Mapmaking

Operational Problems
Written Directives
Forms Control
Staff Support for Chief Executive

PHOENIX POLICE DEPARTMENT
17 South Second Avenue
Phoenix, Arizona

Research and Development Bureau
Samuel Lewis, Director

PITTSBURGH POLICE DEPARTMENT
Pittsburgh
Pennsylvania

Criminal Justice Planning Unit
George Jacoby, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$21,466
Constr. Coordinator	1	S	SERGEANT	CITY	\$16,245
Policy/Grant Supv.	1	S	SERGEANT	CITY	\$13,620
Program Analyst	1	S	PTL.	CITY	\$11,772
Program Analyst	1	C		CITY	\$15,312
Section Supervisor	1	C		CITY	\$12,168
Statistician	1	C		CITY	\$14,500
Product Analyst	1	S	PTL.	CITY	\$13,624
Policy Analyst	1	S	PTL.	CITY	\$11,772
Grant Coordination	1	S	PTL.	CITY	\$13,624
Secretary II	1	C		CITY	\$ 7,320
Clerk/Typist	1	C		CITY	\$ 7,072
Police Trainee	1	C		CITY	\$ 9,252

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Mapmaking

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		LEAA	
Secretary	1	C		LEAA	

RESPONSIBILITIES

Federal Grant Coordination

PORTLAND POLICE DEPARTMENT
222 S.W. Pine
Portland, Oregon 97204

Planning and Research Division
William Richardson

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LT.	CITY	\$9.55 hr.
Assistant Director	1	S	SGT.	CITY	\$8.10 hr.
Police Officer	1	S	PTL.	CITY	\$6.97 hr.
Operations Analyst	2	C		CITY	\$7.95 hr.
Police Records Clerk	1	C		CITY	\$4.39 hr.
Clerk Typist	1	C		CITY	\$3.86 hr.

RESPONSIBILITIES

Administrative Problems

Graphic Arts

Map Making

Data Processing Coordination

Written Directives

Forms Control

Staff Support for Chief Executive

1. Analysis of Assaulted and Non-Assaulted Officers by Height, Weight,
Tenure, and Assignment (Portland Police Department, 1973)

The study was conducted to determine the significance of some of the factors associated with assaults against Portland officers during the first eleven months of 1973.

PORTSMOUTH POLICE DEPARTMENT
711 Crawford Street
Portsmouth, Virginia

Planning and Analysis Unit
Albert Thereault, Director

PROVIDENCE POLICE DEPARTMENT
Providence
Rhode Island

Planning and Research Bureau
Walter Clark, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Analyst (Crime)	1	C		LEAA	\$12,600
Management Analyst	1	C		LEAA	\$12,600
Clerk/Typist	1	C		CITY	\$ 4,492
Coder	1	C		LEAA	\$ 4,971
Clerk/Stenographer	1	C		LEAA	\$ 5,220
Police Planner	1	S	LIEUTENANT	CITY	\$13,875
Asst. Task Force Coord.	1	S	SERGEANT	CITY	\$12,417
Task Force Coord.	1	C		LEAA	\$18,900

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Mapmaking

Operational Problems
Written Directives
Forms Control

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$12,636
Assistant	1	S	PTL.	CITY	\$10,700

RESPONSIBILITIES

Operational Problems
Written Directives
Federal Grant Coordination

Contingency Plans
Crime Analysis
Staff Support for Chief Executive

RIVERSIDE, CALIFORNIA POLICE DEPT.
Riverside,
California

No planning unit.

1. Patrol Team Development (Riverside, California Police Department)

This is a study of patrol deployment and the team concept as it applies to a city the size of Riverside.

ROCHESTER POLICE DEPARTMENT
Rochester, New York

Planning and Evaluation Section
Delmar Leach, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPT.	CITY	\$24,500
Assistant Director	1	S	LT.	CITY	\$18,424
Data Processing Supervisor	1	S	SGT.	CITY	\$16,138
Systems Analyst	1	C		CITY	\$18,000
Programmer	1	C		CITY	\$14,650
Junior Programmer	1	C		CITY	\$12,840
Steno/Secretary	1	C		CITY	\$ 9,252
Clerk I	1	C		CITY	\$10,266
Clerk III	3	C		CITY	\$ 8,953
Administrative Analyst	1	C		CITY	\$15,000

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis

Operational Problems
Written Directives
Federal Grant Coordination

ROCKFORD POLICE DEPARTMENT
126 South First Street
Rockford, Illinois 61104

Research and Development
John Weeks, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LT.	CITY	\$16,864
Research Assistant	1	S	DET.	CITY	\$14,819

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination
Staff Support for Chief Executive

Operational Problems
Written Directives
Crime Analysis
Forms Control

ROANOKE POLICE DEPARTMENT
P. O. Box 745
Roanoke, Virginia

Services Division
E.A. Griggs, Director

ST. LOUIS POLICE DEPARTMENT
1200 Clark Avenue
St. Louis, Missouri 63103

Planning and Development Division
Gerald O'Connell, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPT.	CITY	

RESPONSIBILITIES

Administrative problems

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Records

Written Directives

Crime Analysis

Graphic Arts

Map Making

Training

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUT.	CITY	\$15,132-15,938
Assistant Director	1	S	SGT.	CITY	\$13,832-14,638
Research Assistants	7	S/C	PTL.	CITY	\$11,518-13,962
Forms Control Supervisor	1	C		CITY	\$ 7,904-9,542
Secretary	1	C		CITY	\$ 7,540-9,100
Typist	1	C		CITY	\$ 5,720-6,864
IBM Computer Operator	1	C		CITY	\$ 6,552-7,904

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Federal Grant Coordination

Map Making

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

ST. PAUL POLICE DEPARTMENT
St. Paul
Minnesota 55101

Research and Development
William McCutcheon, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Coordinators	2	S	SGT.	CITY	\$15,106
Planning Assistant	1	C			\$ 7,900

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Forms Control

Operational Problems
Written Directives
Federal Grant Coordination
Map Making

ST. PETERSBURG POLICE DEPARTMENT
1300 First Avenue North
St. Petersburg, Florida 33705

Research and Development
Peter Richman, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Chief	1	C		CITY	\$16,000
Program Planner	3	C		CITY	\$12-14,000
Man. Methods Analyst	4	C		CITY	\$9-12,000
Account Clerk I	1	C		CITY	\$6-8,000
Account Clerk II	1	C		CITY	\$7-9,000
Clerk/Stenographer	1	C		CITY	\$6-8,000
Clerk/Typist	1	C		CITY	\$5-7,000

RESPONSIBILITIES

Operational Problems
Department Budget
Federal Grant Coordination

Written Directives
Crime Analysis
Program and Project Evaluations

1. Evaluation Manual (St. Petersburg Police Department, 1974)

This manual serves as a guide for police agencies in establishing program evaluation capabilities. It was prepared pursuant to a LEAA-funded evaluation program. Topics covered include: Formulating goals and objectives, selecting evaluation designs, evaluation methodologies, and reporting evaluation findings.

2. Citizen Survey (St. Petersburg Police Department, 1974)

The survey registers citizens' reactions to the Department's K-9 unit, aviation unit, and crime deterrent section.

3. Aviation Unit Evaluation Report (St. Petersburg Police Dept., 1974)

The report includes a comprehensive evaluation of the department's newly created aviation unit with specific emphasis on apprehension rates, down-time, mission types, and response time.

4. Field Interrogation Reports (St. Petersburg Police Department, 1974)

The report reviews current procedures followed in gathering and processing field interrogation reports. Recommendations are made to expand usage.

5. Charlie Team Prevention Program (St. Petersburg Police Department, 1974)

A neighborhood-based burglary prevention program was implemented which included door-to-door police contact, literature distributions, and a community meeting. Follow-up questionnaires were distributed, and the results were analyzed.

6. Parking Enforcement Unit (St. Petersburg, Florida Police Department, 1974)

A standard operating procedures manual was prepared for use by the civilian parking enforcement unit.

SALT LAKE CITY POLICE DEPARTMENT
 450 South Third Street
 Salt Lake City, Utah 84111

Planning and Research Division
 Glen Cahoon, Director

SAN ANTONIO POLICE DEPARTMENT
 214 W. Nueva Street
 San Antonio, Texas 78204

Research and Planning Bureau
 E.E. Peters, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUT.	CITY	\$1,100 mo.
Research Assistant	1	C		CITY	\$1,000 mo.

RESPONSIBILITIES

Administrative Problems
 Contingency Plans
 Department Budget
 Federal Grant Coordination
 Forms Control
 Staff Support for Chief Executive

Operational Problems
 Written Directives
 Crime Analysis
 Graphic Arts
 Map Making

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.	CITY	\$1,593 mo.
Planning Officer	1	S	LIEUT.	CITY	\$1,383 mo.
Assistant Planning Officer	1	S	CORPORAL	CITY	\$1,047 mo.

RESPONSIBILITIES

Administrative Problems
 Written Directives
 Graphic Arts
 Staff Support for Chief Executive
 Publishing

Operational Problems
 Federal Grant Coordination
 Forms Control
 Capital Improvements

SAN DIEGO POLICE DEPARTMENT
Box 1431
San Diego, California 92112

Research and Analysis
R.L. Walker, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUT.		

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map Making

1. Entry Level Requirements (San Diego Police Department)

The study focuses on entry level requirements as they pertain to eyesight.

SAN FRANCISCO POLICE DEPARTMENT
850 Bryant Street
San Francisco, California 94103

Planning and Research Bureau
George Sully, Director

SANTA CLARA POLICE DEPARTMENT
180 West Hedding Street
San Jose, California 95110

Research and Development Section
Jim Dittman, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.	CITY	\$2,162 mo.
Office Manager	1	S	LIEUT.	CITY	\$1,842 mo.
Fiscal Manager	1	S	LIEUT.	CITY	\$1,842 mo.
Office Supervisor	1	S	SGT.	CITY	\$1,612 mo.
Graphic Arts Designer	1	S	PTL.	CITY	\$1,387 mo.
Offset Printers	2	S	PTL.	CITY	\$1,387 mo.
General Planners	4	S	PTL.	CITY	\$1,387 mo.
Accountants	4	C		CITY	\$11,715
Operations Analysts	2	C		CITY	\$11,690
Clerk/Steno	3	C		CITY	\$ 8,717
Management Analysts	2	C		CITY	\$13,124
Administrative Analysts	1	C		CITY	\$19,344

RESPONSIBILITIES

Administrative Problems

Crime Analysis

Graphic Arts

Mapmaking

Department Budget

Federal Grant Coordination

Forms Control

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUT.	CITY	\$1,520-1,848 mo.
Administrative Assistant	2	S	OFF.	CITY	\$1,104-1,330 mo.
Administrative Analyst	1	C		CITY	\$1,024-1,245 mo.
Stenographer	1	C		CITY	\$675-798 mo.

RESPONSIBILITIES

Administrative Problems

Crime Analysis

Graphic Arts

Analysis Studies

Operational Problems

Federal Grant Coordination

Staff Support for Chief Executive

SAN JOSE POLICE DEPARTMENT
San Jose, California 95103

Research and Development
Odus J. Lynd, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Administrative Assistant III	1	C		GRANT	\$1,611 mo.
Administrative Assistant II	1	C		GRANT	\$1,395 mo.
Statistical Analyst	1	C		CITY	\$1,408 mo.
Sergeant	1	S	SGT.	CITY	\$1,408 mo.
Police Officer	1	S	OFF.	CITY	\$1,217 mo.
Clerk	1	C		CITY	\$ 929 mo.
Typist/Clerk	6	C		CITY	\$ 768 mo.
Student Interns	2	C		CITY	

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Crime Analysis	Federal Grant Coordination
Graphic Arts	Forms Control
Map Making	Staff Support for Chief Executive
Vehicles	Parking
Police Manual	Statistics
Data Processing	Radio Communications

1. Robbery Questionnaires and Survey (San Jose Police Department, 1973)
2. Survey: Sex Crime Policy (San Jose Police Department, 1974)
3. Civilian Review Board Survey (San Jose Police Department, 1973)
4. Survey: Policewomen (San Jose Police Department, 1974)
5. Survey: Number of Officers Killed or Assaulted (San Jose Police Dept., 1973)
6. Promotional Requirement Survey (San Jose Police Department, 1973)

The survey utilizes data from ten cities in assessing promotional requirements for sergeants.
7. Evaluation of Uniform Footwear (San Jose Police Department, 1973)

SEATTLE POLICE DEPARTMENT
Seattle, Washington 98104

Inspections and Planning Section
C.R. Connery, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUT.	CITY	\$1,674 mo.
Safety Officer	1	S	SGT.	CITY	\$1,455 mo.
Safety Officer	1	S	OFF.	CITY	\$1,265 mo.
Management Systems Analyst I	1	C		CITY	\$1,679 mo.
Management Systems Analyst II	1	C		CITY	\$1,407 mo.
Methods Analyst	1	C		CITY	\$1,179 mo.
Planning Unit	4	S	SGT./OFF.	CITY	
Secretary	3	C		CITY	\$751 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map Making

Inspections

1. Police Contingency Plan for Work Stoppage (Seattle Police Dept., 1974)

The study surveys the problems involved in providing continued delivery of essential police services. It details the administrative coordination of City operations during a work stoppage. Data includes: Final operating procedure, manpower survey of neighboring police departments, and labor management dispute information.

2. Community Service Officer (Seattle Police Department, 1974)

This bulletin covers CSO duties and restrictions. A CSO provides police officers with service for people in trouble, saves the officer time and frees him to perform his law enforcement responsibilities.

3. Career Development Program (Seattle Police Dept., 1971)

This proposal advocates the creation of new levels of pay and a new police rank to encourage good officers and detectives to remain in line units rather than seek promotion to sergeant and above merely for the increased salary. Additional salary would be earned based upon either (1) degree of skill achieved in a patrol, traffic or detective specialty, or (2) level of college education.

4. Four-Day Work Week (Seattle Police Dept., 1971)

The advantages of adapting the four-day, ten-hour work day plan are discussed.

5. K-9 Corps (Seattle Police Department, 1970)

The scope of this study includes a survey of available data on police K-9 corps, an analysis of data for application to the Seattle Police Department, data from other police agencies on their K-9 units, reports on trips to view K-9 units, a summation report on collected data and recommendations for the Seattle Police Department.

6. Combat Shooting Techniques (Seattle Police Department, 1974)

The shooting techniques outlined in this bulletin are those used by the National Rifle Association in police combat match shooting. The bulletin includes drawings, targets, various shooting courses and correct weapon handling.

7. Bell System to Replace Call Boxes (Seattle Police Dept., 1971)

This study researched a proposed plan for using pay phone booths for landline communications to replace the old call box communication system. Data in this study includes: An evaluation of phone booth locations, correspondence with Bell Telephone, proposal, recommendations, and maps.

8. 911 Emergency Reporting Telephone System (Seattle Police Dept., 1968)

The study includes the following information: A discussion and analysis of the communications center, information from other police departments on their emergency phone answering systems, statistics on calls for service, call handling considerations, 911 implementing

ordinance, report on visits to other cities to study their 911 systems, policy recommendations and statements.

9. Identification Alert System (Seattle Police Dept., 1972)

The system records and retrieves cases involving stolen personal I.D. cards and credit cards, "IDAS" is an investigative tool utilizing the facilities of a larger computer system.

10. False Alarms (Seattle Police Department, 1971)

A large number of false burglary alarms jeopardized efforts to conduct preventive patrol and maintain high readiness to respond to urgent calls for police aid. The alarms also increased the potential for high-speed vehicular accidents. This report recommended passage of city legislation for maximum standards for alarm installation, use, maintenance, and instruction for proper use by alarm sellers, installers, and service companies.

11. Preplanned Deployment Quadrants Plan (Seattle Police Dept., 1971)

A PDQ plan is an aid to police officers in their search for suspects in recently committed major crimes. Personnel from other city departments who are operating radio equipped vehicles will assist the Police Department as observers during a search.

12. Burglary Reduction Program (Seattle Police Department, 1973)

The Seattle Police Department concentrated on target identification and more effective criminal apprehension based on the following factors:

1. Team policing
2. Innovative patrol tactics
3. Burglary forecasting
4. Electronic tracking devices
5. Single fingerprint file

SPRINGFIELD POLICE DEPARTMENT
130 Pearl Street
Springfield, Massachusetts

Planning
James Controvich, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Planner	1	C		FEDERAL	

RESPONSIBILITIES

Operational Problems	Crime Analysis
Federal Grant Coordination	Forms Control
Map Making	

SPRINGFIELD POLICE DEPARTMENT
321 East Chestnut Expressway
Springfield, Missouri 65802

Administrative Information and
Police-Community Relations
Jack Sifford, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		MLEAC	(2/3 time)\$6,000
Director: Community- Relations	1	S	(no designated MLEAC rank)		\$11,232

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

News Media

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map Making

Civic Liaison

1. Community Attitude Survey (Springfield, Missouri Police Dept, 1974)

The survey includes general questions with regard to citizens
impressions of police efficiency.

SYRACUSE POLICE DEPARTMENT
511 South State Street
Syracuse, New York 13202

Research and Planning
Henry Ours, Director

TACOMA POLICE DEPARTMENT
Tacoma, Washington

Research and Development
William Perrett, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUT.	CITY	\$14,655
Sergeant	1	S	SGT.	CITY	\$13,655
Sergeant	1	S	SGT.	CITY	\$13,455
Sergeant	1	S	SGT.	CITY	\$13,055
Police Officer	1	S	OFF.	CITY	\$12,055
Systems Analyst	1	C		COMPUTATA	\$14,000
C.R.T. Operator	1	C		COMPUTATA	\$ 6,300

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Forms Control
Staff Support for Chief Executive
Data

Operational Problems
Written Directives
Crime Analysis
Map Making
Statistics

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.	CITY	\$18,917
Planner	1	C		CITY	\$16,662
Staff Analyst	2	S	INVESTIG.	CITY	\$13,864
Police Records	1	C		CITY	\$ 8,415

RESPONSIBILITIES

Administrative Problems
Written Directives
Crime Analysis
Graphic Arts

Contingency Problems
Department Budget
Federal Grant Coordination
Staff Support for Chief Executive

TOLEDO POLICE DEPARTMENT
Toledo, Ohio

Planning and Research Unit
Richard A. McAtee, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUT.	CITY	\$17,971
Police Planner	3	S	PTL.	CITY	\$13,172

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Department Budget
Federal Grant Coordination	Forms Control
Map Making	Staff Support for Chief Executive

TOPEKA POLICE DEPARTMENT
Topeka, Kansas

Research and Planning
Robert L. Weinkauff, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPT.		
Planner	1	S	LIEUT.		
Planner	2	S	DET. SGT.		
Stenographer	1	C			

RESPONSIBILITIES

Operational Problems	Contingency Plans
Crime Analysis	Forms Control
Map Making	Staff Support for Chief Executive

TORRANCE POLICE DEPARTMENT
3131 Torrance Boulevard
Torrance, California 90503

Planning and Research
James W. Papst, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUT.	CITY	\$1,655 mo.
Supervisor	1	S	SGT.	CITY	\$1,577 mo.
Projects Analyst	1	S	OFF.	CITY	\$1,465 mo.
Administrative Specialist	1	C		CITY	\$1,000 mo.
Typist/Clerk	1	C		CITY	\$850 mo.
Typist/Clerk	1	C		CITY	\$795 mo.

RESPONSIBILITIES

Operational Problems
Written Directives
Crime Analysis
Forms Control

Contingency Plans
Department Budget
Federal Grant Coordination
Map Making

TRENTON POLICE DEPARTMENT
Trenton, New Jersey

Planning and Research
Howard Waldron, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Project Director	1	S	CAPT.	FED, STATE, CITY	\$17,815
Planner	1	C		FED, STATE, CITY	\$15,222
Senior Planner	1	C		FED, STATE, CITY	\$12,380
Police Planner	1	S	OFF.	CITY	\$12,719
Secretary	1	C		FED, STATE, CITY	\$ 9,365

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination

Operational Problems
Written Directives
Crime Analysis
Staff Support for Chief Executive

TUCSON POLICE DEPARTMENT
P. O. Box 1071
Tucson, Arizona 85702

Planning/Research Section
George Haertel, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Coordinator	1	C		CITY	\$1,295 mo.
Supervisor	2	S	SGT.	CITY	\$1,295 mo.
Analyst III	1	C		CITY	\$1,014 mo.
Operational Analyst	2	S	OFF.	CITY	\$1,065 mo.
Orders Officer	1	S	OFF.	CITY	\$1,065 mo.
Grants Coordinator	1	S	OFF.	CITY	\$1,014 mo.
Department Analyst	1	C		CITY	\$834 mo.
Police Illustrator	1	C		CITY	\$876 mo.
Accounts Clerk	1	C		CITY	\$537 mo.
Clerk/Steno	1	C		CITY	\$564 mo.
Youth Worker	1	C		CITY	\$288 mo.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Map Making

TULSA POLICE DEPARTMENT
Tulsa
Oklahoma

Planning and Research
B. G. Melton, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	Captain	CITY	\$17,928
Lieutenant	1	S	LIEUTENANT	CITY	\$13,764
Corporal	1	S	CORPORAL	CITY	\$11,748
Clerk/Stenographer	1	S		LEAA	\$ 7,056

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Federal Grant Coordination
Staff Support for Chief Executive

Operational Problems
Department Budget
Graphic Arts

UPPER DARBY POLICE DEPARTMENT
Upper Darby
Pennsylvania

Planning and Research Division
Joseph A. Charley, Director

VIRGINIA BEACH POLICE DEPARTMENT
Virginia Beach,
Virginia

No planning division.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	LIEUTENANT	CITY	\$14,276
Asst. Supervisor	1	S	SERGEANT	CITY	\$13,358

RESPONSIBILITIES

Administrative Problems

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Crime Analysis

Operational Problems

Department Budget

Staff Support for Chief Executive

WACO POLICE DEPARTMENT
Waco
Texas

Planning and Evaluation
Frank A. Wilson, Director

1. Four-Day/40-Hour Work Week (Virginia Beach, Virginia)

This is a staff study detailing the technicalities of the four-day work week.

2. Helicopter Operations Manual (Virginia Beach, Virginia)

This manual depicts the operational functions of the helicopter section of the Virginia Beach Police Division.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CJC TX	\$1,150 mo.
Assistant Planner	1	S	LIEUTENANT	CJC TX	\$ 955 mo.
Planning Specialist	1	S	PTL.	CJC TX	\$ 815 mo.
Reports Review	1	C		CJC TX	\$ 600 mo.

RESPONSIBILITIES

Operational Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Contingency Plans
Crime Analysis
Graphic Arts
Mapmaking
Manpower Analysis

METROPOLITAN POLICE DEPARTMENT
Washington
D. C.

Planning and Development
Charles M. Monroe, Director

1. Semi-Automated Manpower Analysis (Waco, Texas Police Department)

The project is designed for departments which do not have a dedicated law enforcement computer system but do have access to batch processing services. The end products of this study are as follows:

1. Response time determination.
2. Beat Equalization
3. Establishment of 3 or more types of beats
 - a. Crime and service
 - b. Crime specific
 - c. Traffic
4. Data for capital improvements and personnel acquisition

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Adm. & Man. Analysis	12	C & S		FEDERAL	(GS-5)-(GS-11)
Man. Planning & Analysis	16	C & S		FEDERAL	(GS-5)-(GS-13)
Finan. & Prog. Analysis	24	C & S		FEDERAL	(GS-4)-(GS-12)
Programs Analysis	14	C & S		FEDERAL	(GS-5)-(GS-12)
Uniformed Personnel	12	S	OFFICER - DEP. CHIEF	FEDERAL	

RESPONSIBILITIES

Administration and Management
Administrative Management
Financial Management

Management Planning and Analysis
Financial and Program Analysis
Program Analysis

WATERBURY POLICE DEPARTMENT
Waterbury
Connecticut

Planning and Research
Dennis Antonacci, Director

WICHITA POLICE DEPARTMENT
Wichita
Kansas

Planning and Research
E. J. Kuntz, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Head	1	S	SERGEANT	CITY	
Clerk/Typist	1	C		CITY	

RESPONSIBILITIES

Administrative Problems
Federal Grant Coordination
Staff Support for Chief Executive

Contingency Plans
Mapmaking

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Section Head	1	S	LIEUTENANT	CITY	\$12,516
Crime Analyst	1	C		LEAA	\$12,516
Graphic Arts	1	C		LEAA	\$ 9,352
Assistant	1	S	PTL.	CITY	\$ 9,914

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Graphic Arts

Operational Problems
Written Directives
Federal Grant Coordination
Staff Support for Chief Executive

WINSTON-SALEM POLICE DEPARTMENT
Winston-Salem
North Carolina

Planning and Research
M. A. Robertson, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$1,260 mo.
Patrolmen	3	S	PTL.	CITY	\$ 950 mo.
Secretary	1	C		CITY	\$ 556 mo.

RESPONSIBILITIES

Operational Problems
Crime Analysis
Forms Control
Staff Support for Chief Executive

Department Budget
Graphic Arts
Mapmaking

WORCESTER POLICE DEPARTMENT
Worcester
Massachusetts

Planning
Robert Sullivan, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		FEDERAL GRANT	
Operations Analyst	1	C		FEDERAL GRANT	

RESPONSIBILITIES

Department Budget
Federal Grant Coordination
Forms Control
Data Processing

Crime Analysis
Graphic Arts
Mapmaking
Purchasing

YONKERS POLICE DEPARTMENT
Yonkers
New York

Planning and Development
Arthur M. Holsborg, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$22,140
Forms Control Supervisor	1	S	PTL.	CITY	\$15,210
Typist/Research Assistant	1	C		LEAA	\$ 8,421
Reprod. System Operator	1	C		LEAA	\$11,000
Management Analyst	1	C		LEAA	\$20,400
Systems Analyst	1	C		LEAA	\$16,400

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Graphic Arts

Mapmaking

Operational Problems

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

1. Organizational Study (Yonkers, New York Police Department, 1971)

A complex professional study of the Yonkers Police Department's organization and recommendations for improvement to enhance operational efficiency.

2. Management Reporting Analysis (Yonkers, New York Police Dept., 1973)

A blueprint design for a management reporting and information system. The study identifies existing areas within the system and offers recommendations for improvements to create the most viable system for management advantage.

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