

25874

COMMUNITY SECTOR TEAM POLICING  
AN EXAMINATION OF  
THE MODEL'S OPERATIONAL COMPONENTS  
BASED UPON EIGHTEEN MONTHS OF EXPERIENCE

PREPARED BY  
TEAM POLICING IMPLEMENTATION AND EVALUATION SECTION  
CINCINNATI POLICE DIVISION  
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## Chapter 1:

### An Overview of the Community Sector Team Policing Program and Ancillary Activities

#### I. Changes Within District One

During the past twelve months, District One has experienced several structural and organizational changes. As part of the divisional reorganization in January 1974, all of the Patrol Wagons and their ten drivers were assigned to District One. Formerly, these wagons, used for the transporting of prisoners, had been assigned to all Districts. The new scheme, although increasing the District Captain's responsibilities somewhat, should provide for more effective supervision. In addition, new Community Service Assistants (C.S.A.) have been recruited and assigned to various sectors; and personnel changes are now being approved among Com-Sec and other units.

More recently, the position of Executive Officer was eliminated. The incumbent had been working 1500 - 2300 hours in order to provide continuing supervision in the District. He has now been transferred to District Four in preparation for the Division's Investigations Task Force (see below). Currently, there are no plans to revive this position.

Finally, a Master Roll Call has been instituted District-wide. This roll call, conducted by the District Duty Officer, is designed to insure that officers report to the District Station at the beginning and at the end of their tours of duty. Previously, each sector had conducted its own roll call.

Generally, the Com-Sec operation has been proceeding as well as can be expected. There have been reports of disenchantment or changes in morale among District One personnel, but they have not been reflected in the District's performance to date, nor have they taken any concrete form.

The Com-Sec program has been receiving support from many of the city's communities, and requests for its expansion to the remainder of the city have been made through a number of different channels. The Cincinnati Human Relations Commission annually produces a "Community Moods Report" that outlines expressed community priorities and needs. Also, the League of Women Voters has produced a similar document. Both frequently mention public safety needs and Com-Sec specifically. The Division is beginning to plan in earnest for the expansion of Com-Sec, even though funding has not been definitely approved. We are optimistic about the prospects of city funding at this time.

II. Support Personnel

The position of Collator has shown a marked improvement since the start of the year. In January, a retired Police Captain was hired as Chief Collator. Under his direction, the unit began to produce many valuable reports which aided the teams in their duties. The position has more and more come to resemble an information repository as originally conceived.

Similarly, the Learning Managers have also improved in their support of the teams. A second Learning Manager was hired in January and subsequently, the Learning Managers have planned and conducted numerous training sessions dealing with many diversified phases of policing. A list of these programs is included (See Attachment A).

III. Com-Sec Evaluation Unit

One major activity of this unit during the past year has been the preparation of a document comparing the effectiveness of the three investigative models currently in operation in Cincinnati. The report has been completed and a copy has been sent to the Police Foundation. This report has served as the starting point for the Investigations Task Force which has been charged with the responsibility of constructing a more effective organization to carry out investigations within the Division. This work will be an integral part of the planning for the expansion of Com-Sec.

Another activity of the unit has been the evaluation of civilian dispatchers in the Police Communication Section. In conjunction with the Communications Section Commander, Lt. Paul Krumme, an evaluation format was designed and the evaluation itself has been completed. This should be considered as a pretest study; we intend to continue evaluation in this area as more civilians are added to Communications. Part of the evaluation report outlined an on-going evaluation strategy that is to serve as the basis for evaluation.

The unit has increased its data-handling capability through the installation of a time-sharing computer terminal. The facilities available have increased the flexibility of the Program Management Bureau to carry out more accurate and extensive studies.

Using Police Foundation and other materials, a survey of problems expected to be associated with the use of women for patrol activities has been made. The current recruit class includes two women who will be assigned to patrol duty, as a first step in this direction. Through the use of this survey, attempts can be made to reduce some of the attendant problems prior to actual initiation of the new programs.

#### IV. Criminal Justice Section

The Criminal Justice Section has continued to monitor the various activities initiated by that section. The

Detoxification Center continues to operate effectively, and has increased its capacities. The Case Information Unit has studied a number of problems germane to the Police, Prosecutor, and the Courts. The Criminal Justice Section is also in the process of analyzing the effects of compensatory time for Court appearances upon the effective strength of the Division and is working on an incident referral mechanism. Since detailed information is being presented under separate cover, the above overview should suffice to indicate the ways in which this section continues to support the Division's goals.

V. Police/University Consortium

The Consortium itself has been active in a number of areas during the past year. For example, a University of Cincinnati consultant has been hired to begin work on an Employee Performance Evaluation System. So far, the work completed includes the design of "trait cards" to facilitate the evaluation.

Another important contract initiated through the auspices of the Consortium has resulted in the contracting of three information system specialists to study the Division's information-handling capabilities. This multi-disciplinary team, composed of three University professors, recently began its work. It is expected that their study, which is to be funded in stages, will complement the work of the Division's proposed Internal Data Task Force.

A third major Consortium project is the historical study of Com-Sec. A number of qualified historians were interviewed to do this study. Dr. Gary Ness of U.C., a specialist in 20th Century American History, was contracted and is nearing completion of the study.

The Consortium coordinator is also coordinating the activities of the interns involved in the Police Foundation - Howard University Minority Intern Program, and of two College of Community Services interns. The latter are supposed to assess the value of the Division's newsletter. Plans are being laid for a conference of Police Chiefs and University Presidents; the topic is to be the development and utility of consortia. The evaluation of the consortium will serve as an important document for that conference; the first draft of the evaluation has been completed and is being reviewed by the consortium members.

In addition to the projects listed on the attached sheet and those described above, the consortium experienced an organization change in July with the resignation of Dr. Charles Johnson. President Warren Bennis promptly appointed Robert M. O'Neil, Executive Vice President, to act for the consortium in University affairs. In September Dr. Lawrence Hawkins, Dean of the College of Community Services, was appointed Vice President for Metropolitan Services to replace Dr. Johnson. He was also asked to assume

PROJECT TITLE	PLANNING COMMITTEE	FEASIBILITY COMMITTEE	REVIEW COMMITTEE	DATE COMPLETED	ADDITIONAL INFORMATION	COST
Management of Change Training	7-72			2-73	Consortium Board Not Selected - Coordinators worked directly with College of Business Administration	\$58,000 LEAA
First Line Supervisor Training	5-73			5-73	Planned by Consortium Advisory Board	\$22,000 LEAA
Development of Sergeants during Probationary Period	11-73	12-73			No Proposals received from University Staff	
Criminal Justice Masters Degree Program	9-73	4-74	Rev. & Appr. by College Faculty 4-74		Now being reviewed by Committee of University Graduate Faculty	
Employee Performance Evaluation System (P.E.E.L.)	9-73	10-73	1-74		Contract executed 5/74	\$17,000 Police Foundation
Management Decision/Information System	12-73	12-73	3-74		Contract executed 6/74	\$12,000 Police Foundation
Advisory Committee for Investigative Function	3-74	4-74			Committee being formed with advice of Investigative Services Bureau Commander	
Historical Study of Com-Sec	5-74	5-74			Dr. Ness, History Dept., selected - Negotiations now in progress (Police Foundation/Urban Institute Project)	\$12,000 Police Foundation
Consortium Evaluation	5-74	5-74	Rptd. to Adv. Bd. by Dr. Clarren	Police Foundation/Urban Institute Proj	Now being conducted by Drs. Clarren and Schwebel (Police Foundation/Urban Institute Project)	Police Foundation
Ohio Program in Humanities	Proposal developed and submitted by Coordinators-copy furnished to representatives		Rptd. to Adv. Bd. 1-74		Unable to meet additional requirements within time span. Planning discontinued in April 1974.	
National Conference on University/Police Consortiums	5-74	5-74			Conference to be sponsored jointly with Police Foundation.	
Office Criminal Justice Legal and Administrative Services					Preliminary discussions being held with Law College Faculty.	

## OTHER CONSORTIUM ACTIVITIES

STUDENT INTERNS UTILIZED	POLICE OFFICER INTERNS AT U.C.	GRANT APPLICATIONS PREPARED (LEAA)
17 College Community Services	1 - Public Information Office	College of Community Services Library \$ 25,000 (Approved)
8 Design, Art & Architecture	1 - Medical College TV Media Center	Closed Circuit TV Training \$197,000 1974 Pre Ar
5 Law College		Executive Training \$ 11,000 1975 Pre At
1 Arts & Science (Police Science)		Revision of Recruit Curriculum \$ 20,000 1975 Pre Ar
1 Business Administration		

responsibility for the successful university operation of the consortium. Dr. Hawkins has since met with police representatives on several occasions and has given assurance of his intent to support the operation of the consortium in the future.

In October, Dr. Hawkins announced that Mr. Ronald Priore, the University Coordinator whose contract expires on December 31, 1974, would be replaced by another member of his staff. Concurrent with this announcement, Dr. Hawkins met with Chief Goodin and assured him that the new university coordinator, still unidentified, would have the required skills for the position and must also be acceptable to the Police Division.

This open dialogue is a refreshing change from some past experiences and indicates a new, high level of cooperation between the two institutions.

#### VI. General

The City of Cincinnati has determined that, in order to comply with Internal Revenue Service and Social Security Administration regulations, all but one of the present 21 contractual positions must be converted to classified civil service positions. The reasoning behind this change has to do with the degree of control available to the City. In order to satisfy federal standards, a contractual employee must work only according to a mutually negotiated agreement and not under the direct control

of a supervisor. The above-mentioned positions, as they currently exist, all involve some degree of direction and control by supervisors and hence do not meet the federal criterion.

This conversion to classified positions has required a good deal of negotiation between the Police Division and Civil Service. The major focus of negotiation has been the adjustment of salaries. As a result, several Division programs have been delayed because we are no longer able to initiate personnel contracts. Further, the conduct of negotiations and the attendant uncertainties have affected morale among the contractual employees.

The Cincinnati Police Division is still working with the Personnel Department to complete arrangements for bringing most current contractual employees into the Civil Service System. While the roadblocks concerning current employees generally have been overcome, no firm arrangements have been made for hiring such technically skilled personnel in the future. This may slow up progress on some programs where special skills are required. These restrictions in hiring are not insurmountable and we feel that the Personnel Department will work with us so that our programs are not jeopardized.

Federal requirements were also important in the City's decision to institute the position of Equal Employment Opportunity Counselor. Employees chosen to fill these posts will act to ensure fair treatment of minorities in City employ. The Police Division will have 10 such Counselors who will be chosen upon nomination by their fellow employees.

The State of Ohio's Criminal Code has been substantially altered as a consequence of House Bill 511. This represents the first major change in Ohio's criminal law in the 20th century. While the bill represents an updating of many statutes, and makes changes in charges and penalties, there have been no initial reporting problems other than in the area of minor assaults. Consequently, procedural problems have been surfacing that affect the Courts and Police beyond the massive training effort required to train a hundred officers. Division personnel have been trying to find solutions that are acceptable to all concerned.

As mentioned earlier, the Division has undergone some reorganization in keeping with the Community Sector Team Policing Program. The reasons for the reorganization are:

1. To begin re-defining responsibilities in keeping with Com-Sec philosophy.
2. Enable the Police Chief to spend more time in liaison with various ranks and units of the Division.

Along with the restructuring has come a reassignment of investigative follow-up responsibility. Attached is a copy of the Division's previous organization chart and the chart that represents the present organization (See Attachment B).

## Chapter 2:

### Activities and Plans Relevant to Com-Sec's Future in Cincinnati

Of concern to both the Cincinnati Police Division and the Police Foundation is the level of commitment to the Com-Sec program on the part of the City's Council and Administration. The question of support is especially crucial in a tight money market such as the current recession. The support of council is easily obtained when funding sources are abundant and when City revenues are increasing, but Council support is another matter when funds are withering. The latter more nearly characterizes the current situation in Cincinnati, where City revenues are certainly going to level off, if not decline.

Even in the tight money climate depicted above, the City is expressing interest in the Com-Sec program. As mentioned earlier, many of the City's communities have indicated that they want to have police teams in their neighborhoods as soon as possible. The City Manager's participative management program (COPE) set the implementation of Com-Sec as the highest law enforcement priority. Furthermore, a City councilman was recently quoted as having said that while the general fiscal outlook is not good, Com-Sec may be the only new program to be given serious consideration by Council. Finally, the City Manager and his staff are working closely with the Division to develop reasonable means of implementing Com-Sec city-wide.

The Division's commitment to the expansion of Com-Sec is represented by the Service Betterment Requests made to the City Manager and also by the current efforts to decentralize investigations. The Service Betterment Requests for 1975 represent several alternative plans for obtaining the necessary resources to implement Com-Sec city-wide. The various plans include arrangements to civilianize many Division positions in order to put more officers on the street. In this regard, the Jacobs Task Analysis Study has served as a useful guide. As mentioned earlier, the Division initiated an Investigations Task Force in October 1974. The focus of this effort is to present to the Chief a series of recommendations that are oriented toward improving the organization and outputs of the Division's investigative effort. The Task Force discussions thus far indicate that decentralization is very appropriate for most investigative functions, which is consonant with the concepts of Com-Sec.

The City's Administration has also made substantial commitments in support of Com-Sec. A firm commitment has been made to support Com-Sec in District One for all of 1975, including the various civilian positions that support the program. The Administration has been working with the Police Division to firm up the plans necessary to implement Com-Sec in face of a limited budget. The use of extensive Public Service Employment monies that have been made available by the federal government should help in this regard, as well as the civilianizing of many positions within the Division. The City Manager has indicated his support of these efforts (See Article next page).

Cincinnati Post and Times Star  
November 18, 1974

●  
The city's 1975 budget is slated to be presented before Council's Finance Committee next week.

Word is that inflation has eliminated all but three, or possibly four, new programs for next year.

Sources say City Manager E. Robert Turner is only going to recommend financing for the expansion of the Com-Sec team policing patrol into another police district—probably District Three, which is the western half of Cincinnati; the reorganization of the city administration, including the addition of a deputy city manager and two assistants; and implementing recommended changes in the Fire Department, resulting from a year-long study about to be released by Public Technology Inc. of Washington.

The fourth possibility is the creation of a city Department of

Consumer Affairs, complete with staff to investigate local consumer complaints and enforce any new consumer protection legislation Council may soon adopt.

Word is that a decision on that recommendation is still up in the air. The 1975 budget is expected to total more than \$101 million.

●  
Speaking of budgets and inflation: Councilmembers got a belt-tightening message from the Mayor's Office a few weeks back, telling them that from now on keys to the city were not going to be passed out as freely.

The mayor, and Councilmembers designated by him, have already given out about 120 of the symbolic city keys this year to visiting dignitaries and others.

At \$5.60 apiece, that's a total of about \$672 spent on plastic keys in 1974.

## Chapter 3:

### Internal Monitoring and Evaluation Materials Pertinent to Com-Sec

Only a limited number of issues will be addressed in the evaluation section of this report. Rather than an attempt at a comprehensive evaluation, it represents an effort to address what seem to be the significant facets of the program. These include completeness and quality of service, investigative effectiveness, morale, and citizen involvement. Hopefully, a more complete evaluation should be available before the end of the year.

#### Completeness of Service

One of the major design concepts of the program is "sector teams as the basic operational units providing all police services within their capabilities except Homicide investigations." With respect to patrol activities, success in approximating this goal can be measured by examining crossovers, ie, calls occurring in a given sector which are handled by cars assigned to another sector. In their Management by Objectives (M.B.O.) goals, the six sector teams have aimed at handling about 90% of the calls occurring in the sectors.

To measure crossovers accurately, it has proved necessary to hand-tally them. Problems with the computer program which assigns a reporting area to each call continue to plague the Division. A 10% sample of calls obtained from the Regional Computer Center (R.C.C.) was used to produce Tables 3-1,2,3. After eliminating all calls which were not citizen-generated, reporting areas were manually assigned. In this way it was possible to accurately assign each

Table 3-1

Citizen Generated Calls for Service, based on a  
10 percent sample of all calls for May 1973

## RESPONDING SECTOR

Sector of Occurrence	1	2	3	4	5	6	TOTAL	Percent of Total District Calls Handled by each Sector
1	89.4% (84)	3.2% ( 3)		3.2% ( 3)	1.1% ( 1)	3.2% ( 3)	100% ( 94)	21.0%
2	5.6% ( 2)	88.9% (32)	5.6% ( 2)				100% ( 36)	8.0%
3		4.9% ( 4)	91.4% (74)	1.2% ( 1)		2.5% ( 2)	100% ( 81)	18.1%
4			8.8% ( 7)	87.5% (70)	2.5% ( 2)	1.3% ( 1)	100% ( 80)	17.9%
5		3.7% ( 1)			88.9% (24)	7.4% ( 2)	100% ( 27)	6.0%
6	3.1% ( 4)			1.5% ( 2)	.8% ( 1)	94.6% (123)	100% (130)	29.0%

TOTAL

448

100.0%

 $\bar{X} = 90.12$ 

S.D. = 2.53

Table 3-2

Citizen Generated Calls for Service, based on a  
10 percent sample of all calls for November 1973

## RESPONDING SECTOR

Sector of Occurrence	1	2	3	4	5	6	TOTAL	Percent of Total District Calls Handled by each Sector
1	92.5% (62)	1.5% ( 1)	1.5% ( 1)			4.5% ( 3)	100% ( 67)	19.0%
2	2.8% ( 1)	94.4% (34)	2.8% ( 1)				100% ( 36)	10.2%
3		1.3% ( 1)	89.9% (71)	3.8% ( 3)		5.1% ( 4)	100% ( 79)	22.4%
4		2.0% ( 1)	6.0% ( 3)	92.0% (46)			100% ( 50)	14.2%
5				6.3% ( 1)	81.3% (13)	12.5% ( 2)	100% ( 16)	4.5%
6	2.9% ( 3)		1.0% ( 1)	1.0% ( 1)	1.0% ( 1)	94.3% (99)	100% (105)	29.7%
TOTAL							353	100.0%

 $\bar{X} = 90.7$ 

S.D. = 4.91

Table 3-3

Citizen Generated Calls for Service, based on a  
10 percent sample of all calls for May 1974

## RESPONDING SECTOR

Sector of Occurrence	1	2	3	4	5	6	TOTAL	Percent of Total District Calls Handled by each Sector
1	90.1% (82)	4.4% (4)	2.2% (2)		1.1% (1)	2.2% (2)	100% (91)	21.5%
2	2.3% (1)	95.3% (41)	2.3% (1)				100% (43)	10.1%
3	1.3% (1)	3.8% (3)	95.0% (76)				100% (80)	18.9%
4			5.8% (5)	91.9% (79)		2.3% (2)	100% (86)	20.3%
5				9.1% (1)	90.9% (10)		100% (11)	2.6%
6	4.4% (5)			1.8% (2)		93.8% (106)	100% (113)	26.7%

TOTAL

424

100.0%

 $\bar{X} = 92.8\%$ 

S.D. = 2.18

call to the sector in which it occurred. This resulted in more accurate tables.

As the tables indicate, the teams are, on average, handling slightly over 90% of their own calls. Further, the percentage of own calls handled seems to be increasing slightly. Thus, it seems that the teams are providing complete service with respect to patrol activities.

One important question which remains to be answered is that of the relationship between completeness and quality of service. Obviously, it is theoretically possible for each team to handle 100% of its own calls. In order to attain this goal all that is necessary is never to cross sector boundaries under any circumstances. Equally obviously, this would result in a marked degradation of response time, to say nothing of the possible costs in property and life.

The underlying notion here is that it is extremely important to strike a balance between completeness and quality of service. That is, it is necessary to determine an optimal goal with respect to crossover rates. This problem, hopefully, will be addressed during the coming year.

The other component of completeness of service deals with investigative activities. Unfortunately, the data available on this problem is almost non-existent. When the Com-Sec program was initiated, it was understood that centralized investigative units would operate in District One only upon the invitation of

the teams. Since that time, there have been scattered reports of some centralized units operating covertly in District One. This proved a source of irritation to the teams since they, rightly, regarded it as an usurpation of their prerogatives. In recent months, however, most team leaders feel that they have established a satisfactory working relationship with centralized units, most notably the Administrative Vice Unit and Regional Enforcement Narcotics Unit (R.E.N.U.).

#### Resource Utilization Flexibility

Another important Com-Sec design goal is "granting increased flexibility to the team leader in the assignment of men, equipment, and methods to meet the needs of the people in the sector." Prior to Com-Sec, District One employed the standard rotating relief system with fixed starting times. Now, with increased flexibility, there may be as many as ten separate starting times.

Of course, this increased flexibility was granted for a definite reason as the design concept makes clear. It is the needs of the people, not the convenience of individual officers, which is paramount. To evaluate success in meeting the design goal, citizen-generated calls for service for May 1974 were compared to District One deployment for the same month (Tables 3-4,5,6).

The methodology employed in making this comparison was quite simple. Sector lineups were examined for the month of May and an average level of manpower (in terms of patrol units and total units working) was determined by 4-hour time block and day of week. Citizen-generated calls for service were obtained from a

Table 3-4

Average Number of Calls by Sector and Day of Week  
 Select Calls - First Car  
 May 1974

	<u>Mon.</u>	<u>Tues.</u>	<u>Wed.</u>	<u>Thurs.</u>	<u>Fri.</u>	<u>Sat.</u>	<u>Sun.</u>	<u>TOTAL</u>	<u>%</u>
Sector 1	24.0	27.0	28.6	22.4	27.8	30.75	21.25	181.8	(16.3)
2	15.25	12.75	11.2	14.0	14.4	17.5	13.75	98.85	( 8.9)
3	26.0	32.75	24.8	26.2	27.2	30.25	26.5	193.7	(17.4)
4	28.5	36.75	36.8	41.6	39.8	41.0	25.5	249.95	(22.4)
5	4.75	4.25	6.2	3.2	6.4	5.5	5.75	36.05	( 3.2)
6	<u>50.5</u>	<u>53.75</u>	<u>54.6</u>	<u>50.8</u>	<u>63.4</u>	<u>54.25</u>	<u>25.75</u>	<u>353.05</u>	<u>(31.7)</u>
TOTAL	149.0	167.25	162.2	158.2	179.0	179.25	118.5	1113.4	(100.0)
%	(13.4)	(15.0)	(14.6)	(14.2)	(16.1)	(16.1)	(10.6)	(100.0)	

Table 3-5  
Average Number of Patrol Units Working Per Day\*  
May 1974

	<u>Mon.</u>	<u>Tues.</u>	<u>Wed.</u>	<u>Thurs.</u>	<u>Fri.</u>	<u>Sat.</u>	<u>Sun.</u>	<u>TOTAL</u>	<u>%</u>
Sector 1	15.75	16.75	15.75	16.25	16.0	14.25	12.75	107.5	(23.6)
2	6.75	7.0	5.75	7.0	6.75	6.0	6.0	45.25	( 9.9)
3	10.5	12.0	12.75	12.25	12.5	11.5	10.0	81.5	(17.9)
4	13.75	13.75	13.5	14.25	13.25	13.25	13.0	94.75	(20.8)
5	3.75	3.5	4.0	3.75	5.0	3.75	3.5	27.25	( 6.0)
6	<u>13.5</u>	<u>17.75</u>	<u>16.5</u>	<u>12.75</u>	<u>14.25</u>	<u>15.25</u>	<u>9.5</u>	<u>99.5</u>	<u>(21.8)</u>
TOTAL	64.0	70.75	68.25	66.25	67.75	64.0	54.5	455.75	(100.0)
%	(14.0)	(15.5)	(15.0)	(14.5)	(14.9)	(14.0)	(12.0)	(100.0)	

\*Patrol units refer to scout cars, beat cars, or walking units - whether 1-man or 2-man - which are assigned to patrol activities

Table 3-6  
Average Number of Units Working Per Day<sup>1</sup>  
May 1974

	<u>Mon.</u>	<u>Tues.</u>	<u>Wed.</u>	<u>Thurs.</u>	<u>Fri.</u>	<u>Sat.</u>	<u>Sun.</u>	<u>TOTAL</u>	<u>%</u>
Sector 1	19.0	20.75	19.0	19.75	19.25	17.25	17.25	132.25	(20.4)
2	7.25	8.25	7.0	8.25	7.5	7.25	7.5	53.0	( 8.2)
3	13.25	15.25	16.5	16.0	15.5	14.0	11.75	102.25	(15.7)
4	16.75	17.25	17.25	17.0	16.75	14.75	13.5	113.25	(17.4)
5	7.25	9.5	11.25	10.75	12.5	8.25	7.5	67.0	(10.3)
6	<u>26.5</u>	<u>35.25</u>	<u>33.25</u>	<u>25.5</u>	<u>25.5</u>	<u>22.5</u>	<u>13.25</u>	<u>181.75</u>	<u>(28.0)</u>
TOTAL	90.0	106.25	104.25	97.25	97.0	84.0	70.75	649.5	(100.0)
%	(13.9)	(16.4)	(16.1)	(15.0)	(14.9)	(12.9)	(10.9)	(100.0)	

1. Units refers to patrol units, investigative units, and motorcycle and K-9 units - whether 1-man or 2-man

computer printout produced by R.C.C. and were similarly broken down by time and day. Then the simple product-moment correlation coefficient was derived for each sector between calls for service and (1) patrol units deployed and (2) total units deployed.

The results of this analysis are displayed in Table 3-7. Given the relatively random nature of the crime related component of service demand, these correlations between supply and demand seem fairly creditable. As may perhaps be expected, it was the larger sectors, with more manpower and thus greater flexibility, which exhibited the highest values. Conversely, in a small sector such as Sector 5, the necessity of having at least one unit working at all times more or less dictates a lack of flexibility in deployment.

#### Investigative Effectiveness

A major effort in the evaluation of Team Policing focused on the investigative effectiveness of the three investigative models currently in operation in Cincinnati. Beginning in March 1973, three separate modes of investigation were used simultaneously to determine the organizational structure most conducive to investigation. The major components of each model are described below.

#### Description of Investigative Models

1. Team Policing - District One was organized around six geographical sectors. Officers with investigative skills were assigned to each sector "team". Under District One's Com-Sec

Table 3-7  
Correlation Coefficients  
Deployment in Relation to Service Demand  
Scores and Rankings

Sector	<u>r(calls: patrol units)</u>		<u>r(calls: total units)</u>		<u>manpower</u>	
	<u>value</u>	<u>rank</u>	<u>value</u>	<u>rank</u>	<u>number</u>	<u>rank</u>
1	.59	2	.54	3	48	2
2	.25	5	.23	5	23	5
3	.58	3	.57	2	30	4
4	.36	4	.31	4	31	3
5	.10	6	.14	6	16	6
6	.60	1	.73	1	56	1

plan, all officers were to be encouraged to perform investigative functions. District One had responsibility for all crimes except Homicide.

2. Decentralized District - Officers with investigative skills were assigned to District Five and operated as a specialized unit within the District. The investigative function was organized by the nature of the crime - investigators were assigned to deal with either crimes against property or crimes against persons. District investigators had responsibility for all crimes except Homicide.
3. Centralized Investigation (C.I.S.) - The other four Districts were supported by Cincinnati's Centralized Investigative Section. That section consisted of specialized sub-units (Drugs, Vice, Burglary, Homicide, Youth Aid, Robbery and Documents). The centralized unit was the "standard mode" of investigation - the other two models were seen as "experiments".

The evaluation was composed of statistical findings relative to reported crime collected by the Com-Sec Evaluation Unit supplemented by interviews conducted by the Urban Institute evaluation team. The major findings of the evaluation are detailed below.

- I. The District One Team Policing model showed the best overall level of effectiveness during the experimental period. This is best seen in the clearance by arrest rate and in the overall clearance rate, both of which were highest for District One. To a large extent, this success can be attributed to the District One patrol force.

- II. When only investigative functions are considered, however, it was the District Five model which exhibited the best results. The major statistical finding was that the clearance rate for cases requiring investigative follow-up was highest in this model. This ranking was supported both by other statistical measurements and by the opinions of the officers interviewed. In situations where the respondents could not choose their own model, the great majority preferred the District Five model.
- III. The third major finding was that the ideal investigative model, as pictured by the investigators interviewed, would involve a District assignment for most investigators. Other components of the model would be a team policing set-up for patrol functions and a central coordinating agency for handling specialized cases and for disseminating information.

A more detailed analysis of investigative effectiveness is available in the Cincinnati Police Division internal evaluation report entitled Report on Investigative Effectiveness. This document is currently being considered by a task force composed of representatives of various units which will decide on a single investigative model for Cincinnati.

#### Citizen Involvement

Citizen attendance at sector meetings was chosen as a partial indicator of success in meeting the design goal of increased citizen involvement (See Table 3-8). <sup>Private</sup> ~~Previous~~ to the initiation of Com-Sec in District One in March of 1973, an average of 258

Table 3-8

SECTOR MEETING ATTENDANCE

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>TOTAL</u>
1-72	55	22	43	26	119	265
2	42	25	40	39	51	197
3	86	45	36	26	64	257
4	60	25	40	47	51	223
5	50	75	139	43	53	360
6	15	37	107	26	56	241
7	18	55	94	32	52	251
8	65	46	29	25	71	236
9	158	30	84	41	41	354
10	88	54	46	42	78	308
11	107	15	34	37	38	231
12			No Meetings			
1-73	60	25	25	22	35	167
2			No Meetings			
3			No Meetings		103	103
4	53	50	25	29	73	230
5	60	45	52	75	70	302
6	27	21	33	45	40	166
7	28	20	45	45	62	200
8	--	20	115	42	35	212
9	43	23	60	32	50	208
10	16	25	43	51	72	207
11	21	31	70	35	71	228
12	19	45	82	21	50	217
1-74	21	15	24	18	30	108
2	20	125	89	11	61	306
3	--	95	71	28	50	244
4	38	66	22	35	45	206
5	53	--	--	38	37	128
6	--	--	81	31	65	177
7	--	37	25	39	30	131
8	--	26	--	73	55	154
9	12	54	37	34	--	137
10	23	23	77	37	40	200

citizens attended the monthly meetings conducted by five of the sectors. In the 20 months since that time, an average of only 193 citizens have attended per month. This represents a (statistically significant,  $\alpha = .01$ ) decrease of 25%.

In recent months, the meetings have been held more sporadically than had previously been the case and this may, in part, explain the large decrease in attendance. An examination of attendance by sector shows a significant change (a decrease,  $\alpha = .05$ ) in only one case (See Table 3-9). It is equally obvious, though, that there has been no dramatic increase in citizen involvement if these figures are taken as an indicator.

As a related issue, data was collected on the demand for team policing among communities outside of District One. In surveys conducted by the League of Women Voters and by the Cincinnati Human Relations Commission, team policing was mentioned as "needed" by 30% - 40% of the communities surveyed. Table 3-10 presents an analysis of these reports. In addition, the Division has received many letters from civic organizations inquiring as to the feasibility of expansion of the program.

#### Morale

The question of morale is, at best, an ambiguous one which does not easily lend itself to quantification. The Urban Institute has done a good deal of work on the problem, mainly through the

Table 3-9  
AVERAGE MONTHLY SECTOR MEETING ATTENDANCE

<u>Sector</u>	<u>#</u>	<u>Pre-ComSec</u> (1/72 - 2/73)		<u>#</u>	<u>Post-ComSec</u> (3/73 - 10/74)	
		<u>Attendance</u>	<u>Average</u>		<u>Attendance</u>	<u>Average</u>
1	12	804	67.0	14	434	31.0
2	12	454	37.8	17	721	42.4
3	12	717	59.8	17	951	55.9
4	12	406	33.8	19	719	37.8
<u>5</u>	<u>12</u>	<u>709</u>	<u>59.1</u>	<u>19</u>	<u>1,039</u>	<u>54.7</u>
TOTAL	60	3,090	51.5	86	3,864	44.9

Table 3-10

EXTENT TO WHICH PUBLIC SAFETY AND COM-SEC ARE CONSIDERED  
TO BE NEEDED AMONG CINCINNATI'S COMMUNITIES

	Cincinnati Human Relations Commission's "Community Moods Report" <sup>1</sup> (percent in parentheses)	Metropolitan Project <sup>2</sup> (percent in parentheses)
No specific mention of public safety as an issue	5 (20.0)	5 (15.2)
Public safety mentioned but no police action suggested	5 (20.0)	2 (6.1)
Public safety mentioned, and police action requested	4 (16.0)	15 (45.5)
Public safety mentioned, and Com-Sec elements mentioned	1 (4.0)	4 (12.1)
Com-Sec specifically mentioned	10 (40.0)	7 (21.2)
TOTAL COMMUNITIES MENTIONED	25	33

1. Published in August 1974

2. Sponsored by the League of Women Voters

vehicle of personal interview. Consequently, this report presents only some indirect indicators of morale in the form of citizen complaints against officers and sick-days taken.

Table 3-11 presents a comparison of complaints against officers in two different time periods. The control period is the seven months prior to the initiation of Com-Sec; the experimental period is the following 17 months. Complaints are broken down according to their eventual disposition by the Division - sustained or not sustained. District One showed a slight increase of .3 complaints per officer per month over the control period. However, complaints sustained declined slightly. District Five exhibited declines in total complaints and in complaints sustained. The remaining four Districts showed no overall change and a slight decrease in complaints sustained. Overall this data shows that the initiation of Com-Sec has resulted in no significant change in the level of complaints.

Sicktime, also, is commonly taken as an indicator of morale. Data shows that after an initial rise the level of sicktime taken in District One has consistently been lower than in the remaining five Districts (Table 3-12).

#### Crime Changes

The changes in crime patterns that have accompanied the Com-Sec program have been described in a number of different documents by both the Cincinnati Police Division and the Urban Institute. We will only highlight those changes in this document. We will

Table 3-11

COMPLAINTS PER 100 OFFICERS PER MONTH

August, 1972 - February, 1973 vs. March, 1973 - July, 1974

	<u>District 1</u>		<u>District 5</u>		<u>District 3,4,6,7</u>	
	<u>Pre</u>	<u>Post</u>	<u>Pre</u>	<u>Post</u>	<u>Pre</u>	<u>Post</u>
Sustained	0.8	0.5	0.5	0.4	0.7	0.5
Not Sustained	<u>2.5</u>	<u>3.1</u>	<u>1.4</u>	<u>1.2</u>	<u>2.3</u>	<u>2.6</u>
TOTAL	3.3	3.6	1.9	1.6	3.0	3.1

Table 3-12\*  
SICK TIME USED  
(Days per man)

Time Period	9/72 - 2/73	3/73 - 8/73	9/73 - 2/74	3/74 - 8/74
Phase	Baseline	#1	#2	#3
District 1	1.91	2.41	2.63	2.06
Remainder of Districts	2.80	1.59	3.56	2.15

\*Data collected by Paul Nalley

compare the year prior to the implementation of Com-Sec to the first twelve months' experience of Com-Sec, for both District One and the remainder of the Division. These comparisons are made on the basis of reported offenses, as obtained from the Cincinnati Police Division's Form 336, which reports monthly crime totals.

Reported Index Offenses declined 7.5% in District One while the remainder of the City experienced a 5.5% increase in crime (Table 3-13). Two Index Crime categories exhibited particularly interesting patterns. While Burglary declined within District One, it increased in the rest of the Division (See Table 3-14). While this might be attributable to Com-Sec, a competing hypothesis is that District One's population has declined most rapidly of any of the Districts, thereby limiting opportunity relative to other parts of the City (See Table 3-15). Further analysis will be performed concerning this possibility.

Auto Theft Offenses have also declined in District One (See Table 3-16) accompanied by insignificant changes in the rest of the City. In this category, it is more difficult to offer up the same competing hypothesis as for Burglary since there is no current information to suggest that there are less automobiles entering District One.

Part II Arrests have declined substantially in District One, particularly Drunkenness arrests, in spite of increases in Drug arrests (See Tables 3-17,18,19). While similar changes

are occurring elsewhere, the magnitudes are not as great as in District One. There were no other changes in the monthly crime data that showed substantial differences through the first year of Com-Sec experience.

Table 3-13

REPORTED INDEX OFFENSES

	<u>District One</u>	<u>Remainder of Division</u>
Year Before Com-Sec	6267	22734
	$\bar{X}=522.25$ $\sigma = 43.36$	$\bar{X}=1894.5$ $\sigma = 154.49$
First Year of Com-Sec	5799	23990
	$\bar{X}=483.25$ $\sigma = 32.29$	$\bar{X}=1999.17$ $\sigma = 116.89$

Table 3-14  
BURGLARY OFFENSES

	<u>District One</u>	<u>Remainder of Division</u>
Year Before Com-Sec	1678	8119
	$\bar{X}=139.83$ $\sigma = 23.78$	$\bar{X}=676.59$ $\sigma = 43.63$
First Year of Com-Sec	1225	9288
	$\bar{X}=102.08$ $\sigma = 16.66$	$\bar{X}=774.0$ $\sigma = 66.43$

Table 3-15

POPULATION

	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>
District 1	34,956	32,255	30,036	29,039
3	105,662	105,850	105,711	104,587
4	90,314	88,092	86,303	86,127
5	89,157	86,262	84,380	84,428
6	90,998	91,025	91,316	89,222
7	40,845	38,360	36,265	35,284
City	<u>451,932</u>	<u>441,844</u>	<u>434,011</u>	<u>428,687</u>

POPULATION CHANGES

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>	<u>1970-73</u>
District 1	- 7.7%	- 6.9%	- 3.3%	(-16.9%)
3	+ 0.2%	- 0.1%	- 1.1%	(- 1.0%)
4	- 2.5%	- 2.0%	- 0.2%	(- 4.6%)
5	- 3.2%	- 2.2%	+ 0.1%	(- 5.3%)
6	--	+ 0.3%	- 2.3%	(- 2.0%)
7	- 6.1%	- 5.5%	- 2.7%	(-13.6%)
City	<u>- 2.2%</u>	<u>- 1.8%</u>	<u>- 1.2%</u>	<u>(- 5.1%)</u>

Table 3-16  
AUTO THEFT OFFENSES

	<u>District One</u>	<u>Remainder of Division</u>
Year Before Com-Sec	644 $\bar{X}=53.67$ $\sigma = 9.43$	2467 $\bar{X}=205.58$ $\sigma = 37.81$
First Year of Com-Sec	523 $\bar{X}=43.58$ $\sigma = 6.54$	2394 $\bar{X}=199.5$ $\sigma = 20.67$

Table 3-17  
TOTAL PART II OFFENSES

	<u>District One</u>	<u>Remainder of Division</u>
Year Before Com-Sec	7792	10061
	$\bar{X}=649.33$ $\sigma=136.64$	$\bar{X}=838.42$ $\sigma=131.33$
First Year of Com-Sec	5164	9159
	$\bar{X}=433.33$ $\sigma=101.99$	$\bar{X}=763.25$ $\sigma=103.01$

Table 3-18

PART II DRUNKENNESS ARRESTS

	<u>District One</u>	<u>Remainder of Division</u>
Year Before Com-Sec	4342	1727
	$\bar{X}=361.83$ $\sigma=88.64$	$\bar{X}=143.92$ $\sigma=28.56$
First Year of Com-Sec	1801	1099
	$\bar{X}=150.08$ $\sigma=85.05$	$\bar{X}=91.58$ $\sigma=46.58$

Table 3-19

PART II DRUG ARRESTS

	<u>District One</u>	<u>Remainder of Division</u>
Year Before Com-Sec	251	724
	$\bar{X}=20.92$ $\sigma = 7.50$	$\bar{X}=60.33$ $\sigma =19.31$
First Year of Com-Sec	414	841
	$\bar{X}=34.5$ $\sigma = 9.50$	$\bar{X}=70.08$ $\sigma =12.15$

Attachment A

Materials Outlining the Activities of the  
Learning Managers and the Collators During 1974

The following are Training Programs which have been completed or planned and in the process of implementation for Com-Sec personnel. These programs will be added to the Training Managers MBO second quarter review.

1. Interviewing and Interrogation Training, completed May 30, 1974
2. Investigative Skills for Transferees, Completed June 26, 1974
3. Supervisor's CDOP Training, Two sessions planned for the Lieutenants and Captain, one completed June 25, 1974. The second scheduled for early September. One session has been planned for Sergeants, and one for desk personnel.
4. Anti-Sniper Training, originally planned on a decentralized basis, replaced by Division wide Training. Ongoing, once per month.
5. Search and Seizure Institute, Case Western Reserve University, Cleveland, Ohio. Institute was utilized for instructor preparation, completed May 31, 1974.
6. Search and Seizure Seminar, for CC personnel Instructors trained at Case Western Reserve utilized. Completed July 2, 1974.
7. Liquor Law Training for Sector Two and all other Sectors. Two sessions planned, one designated and will be instructed by Learning Managers and Sector Two Supervisors. The other planned utilizing State of Ohio Liquor Control Agents.
8. Auto Theft Seminars, one at Hocking Technical College, Nelsonville, Ohio, completed, July 3, 1974. One at State Highway Patrol Training Center, Columbus Ohio, completed by July 26, 1974. Those trained at Seminars will present a District Level Training Program.
9. Drug Enforcement Seminar, Washington, D.C. Individual trained will present advanced programs for those previously trained. Seminar completed by Sept. 13, 1974.
10. Auto Accident Report Usage. Introductory training for Desk personnel and update training for all District personnel. Introductory training completed May 10, 1974. Up date Training ongoing once per month.

### TRAINING PROGRAMS

During the third quarter (July 1 to September 31, 1974) the Learning Managers planned, developed, and/or implemented the following training programs:

1. Liquor Law Investigation; completed September 23, 1974.
2. Vice Operations, "Numbers"; planned to be completed by October 31, 1974.
3. Scooter Training; planned to be completed by October 31, 1974.
4. Radar Training; completed July 31, 1974.
5. Accounting & Bookkeeping Fraud; planned, no date has been set.
6. #301 Form, Investigative Follow-up; planned to be completed by November 25, 1974.
7. Advanced Computer Training; completed July 31, 1974.
8. Instructor's Computer Training; completed by October 31, 1974.
9. Auto Accident Report Usage; continuing, once per month.
10. Supervisor's CDOP Training; completed September 30, 1974.
11. Problem Solving and Decision Making (Sniper); planned to be completed by October 11, 1974.
12. Drug Enforcement; planned to be completed by October 31, 1974.
13. Auto Theft Seminar for District personnel; planned to be completed by December 31, 1974.
14. Surveillance Training; planned to be completed by October 31, 1974.
15. Juvenile Investigations; planned to be completed by October 21, 1974.
16. Hostage Training; planned to be completed by October 31, 1974.
17. Personal Security; planned to be completed by October 31, 1974.

COLLATOR'S M.B.O.

GOAL

To function as primary repository and crime data analysis unit for Com-Sec operations.

I. Objective: To gather information on a daily basis from various specific sources for inclusion into a data base.

- Action Plans:
- A. A Collator will consult with field personnel from each Sector a minimum of once a week to obtain "street" type information.
  - B. A Collator will contact a representative from each other District a minimum of once a week to obtain/exchange crime information.
  - C. A Collator will attend show-up every morning.
  - D. A Collator will attend the crime supervisor's meeting twice a work period.
  - E. A Collator will participate in the meeting of the Police Intelligence Coordinating Agency (P.I.C.A.) once a month.
  - F. A Collator will make a formal information contact with each of the following agencies at least once a work period:
    - 1. False Check Squad.
    - 2. Parole - Probation Departments.
    - 3. County Warrant Processing Unit.
    - 4. Downtown Store Security Agencies.
  - G. The following information will be reviewed daily:
    - 1. Offense Reports.
    - 2. Field Interrogation Reports.
    - 3. Arrest Reports.
  - H. A Collator will function as crime prevention coordinator and will attend a monthly meeting.
  - I. A Collator will meet with the Operations Analyst once a month to obtain computer print-outs and other related information.

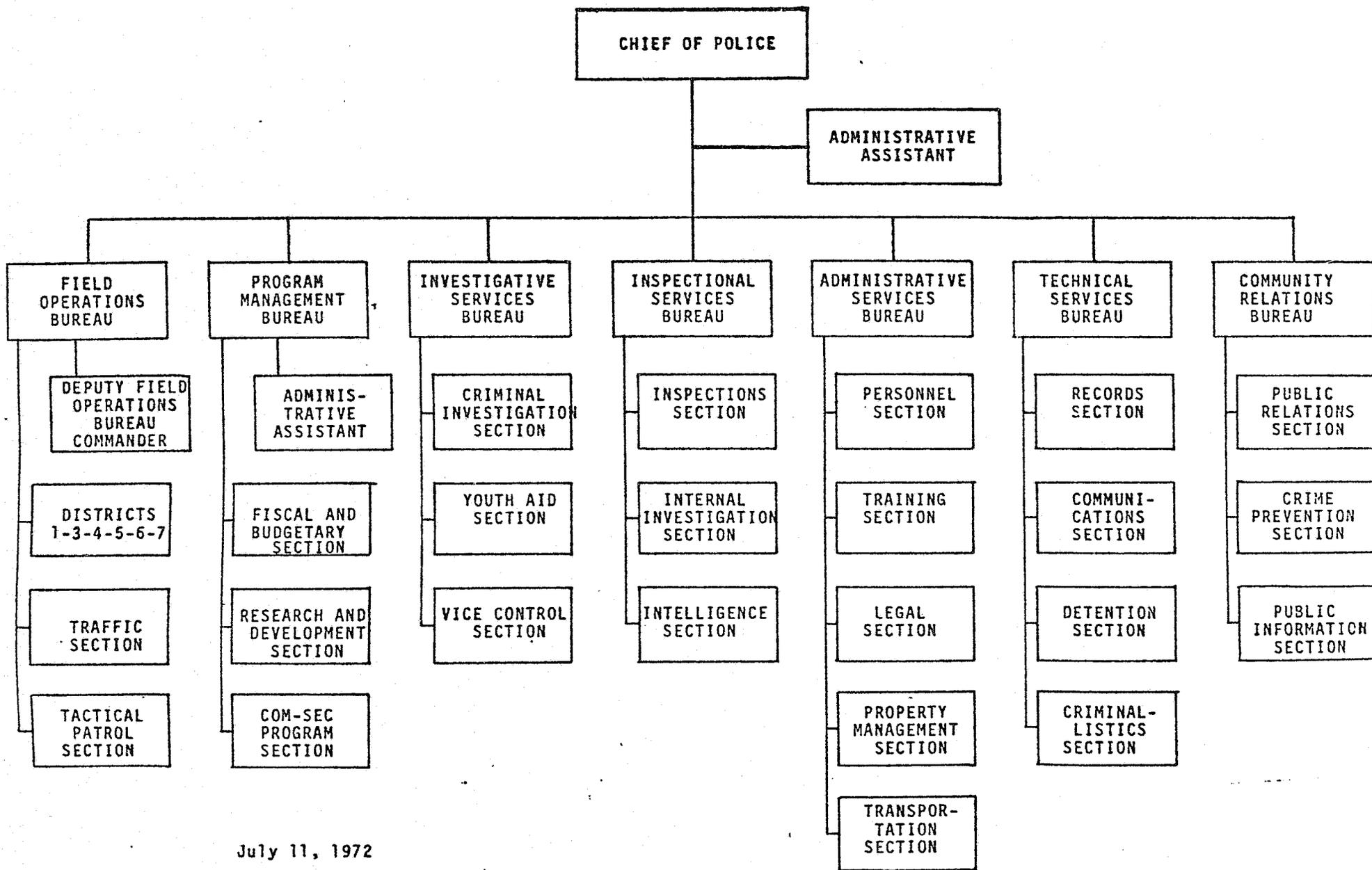
II. Objective: To provide a minimum of 16 analysis reports to the Sectors per month.

- Action Plans:
- A. The following 3 reports will be supplied to the Sectors on a monthly basis:
    - 1. Offense and Arrest Comparison.

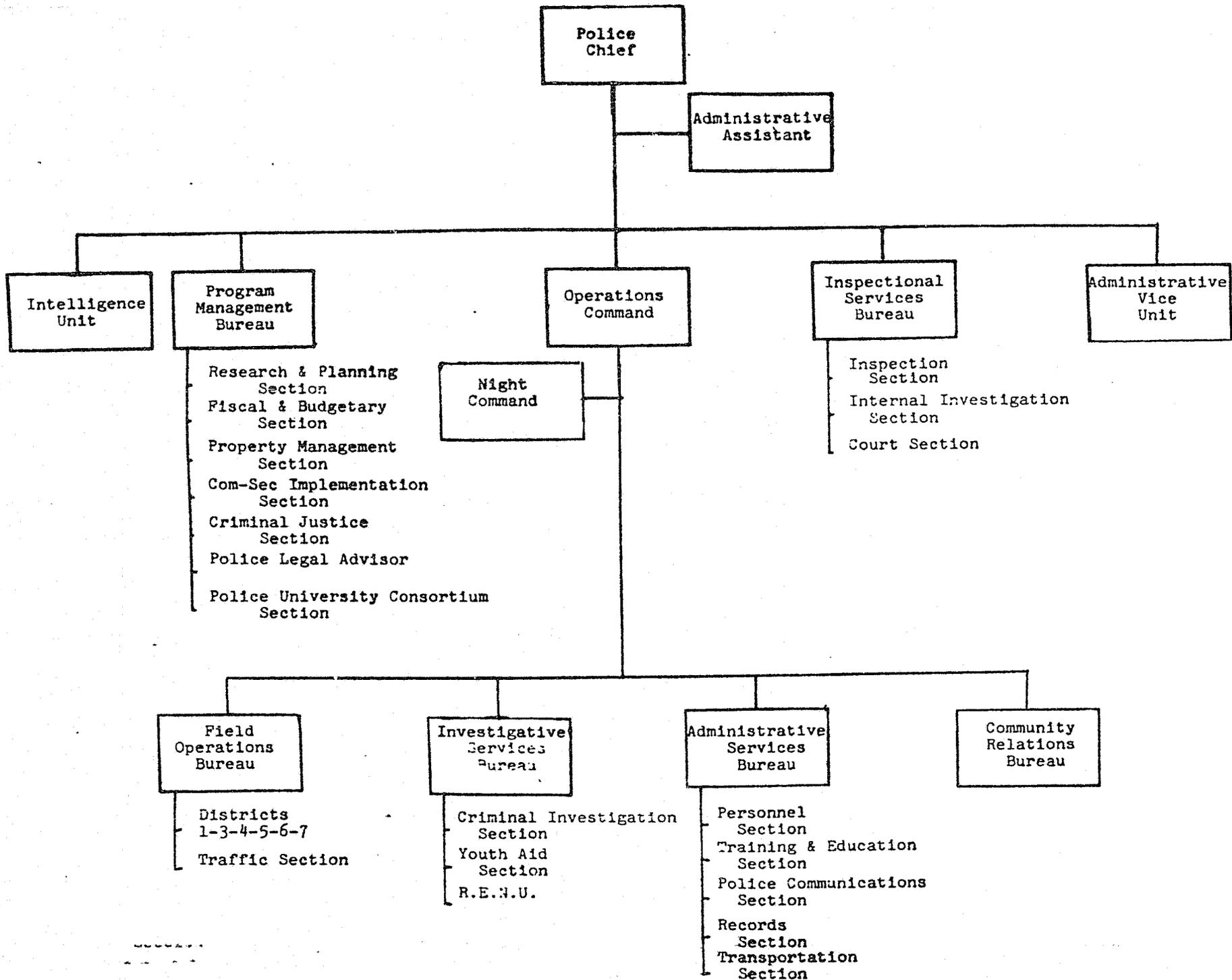
2. Resource Allocation Report Summary.
  3. Radio Workload By Time.
- B. The following 6 analysis reports will be disseminated to the Sectors on a work period basis:
1. Closure Comparisons.
  2. Crossover Radio Runs Table.
  3. Crossover Radio Runs to Another Sector.
  4. Offense and Arrest Correlation.
  5. Auto Accident Information.
  6. Auto Accident Injury Locations.
- C. The Collators will distribute street information to the Sectors once a week.
- D. Information from P.I.C.A. will be given to Sectors once a month.
- E. Information from Crime Supervisor's Meeting bi-weekly.
- F. Information report from Crime Prevention Meeting will be distributed once a month.
- G. Weekly "Indecks" analysis will begin by June 22, 1974.
- H. Special Reports requested by a Sector will be processed within a maximum of 10 days from receipt.

Attachment B

Organization Charts of Cincinnati Police Division



July 11, 1972



Attachment C

Visitors and Correspondence Concerning Com-Sec

VISITORS  
ON COM-SEC

1. Mr. Howard L. Moore  
Mr. Albert E. Coker  
Mr. Cothorn  
Chattanooga, Tennessee  
*Aug 28, 1973*
2. Mr. Jon Blecha  
Student Intern  
Omaha, Nebraska  
*June 5, 1973*
3. Mr. Harold Redic  
Representative of East  
St. Louis Police  
Department  
*Sept. 19, 1973*
4. Chief Kenneth Skerrett  
Mr. J. David Jackson  
Burlington, Ontario  
*Dec. 2+3, 1973*
5. Commissioner Norman Levine  
Inspector James White  
Captain Nicholas Valiente  
Lieutenant Robert Longyear  
Wilmington, Delaware  
*Feb. 4+5, 1974*
6. Superintendent Muir Adair  
Toronto, Canada  
Canada Police Department  
*May 13+14, 1974*
7. Group from Wittenberg University  
*June 13, 1974*
8. Mr. Don Miley  
Arlington Heights, Illinois  
*July 22, 1974*
9. Richard Van Wagenen  
From "The Study of Law  
and Justice"  
*Sept. 5, 1974*
10. Sgt. Dan Shea  
Sgt. Brad Andrews  
Gregory De Wolf  
Long Beach, California  
*Oct. 21+22, 1974*
11. Officers and officials  
from Missouri  
*Oct. 28, 1974*
12. Thirty-seven visitors  
St. Louis, Missouri  
*Nov. 14+15, 1974*
13. Captain James Scrivner  
Mr. Ed Forbes  
Madison, Wisconsin Police  
Department  
*April 10+11, 1974*
14. Sgt. David Robnett  
Jim Hammes  
Dick Zeockler  
Bob Lorenz  
Jerry Behning  
Davenport Police Department  
Davenport, Iowa  
*April 15+17, 1974*
15. Captain A. C. Gustin  
Seattle, Washington Police  
Department  
*April 16-18, 1974*
16. Police Constable McKinnon  
Police Constable Tibbons  
Toronto, Canada  
Burlington, Ontario  
*March 10+11, 1974*
17. Captain Ralph Vignola  
New York Police Department  
*Feb. 19, 1974 April 12, 1973*
18. Lt. Hill  
Sgt. Bullard  
Dallas, Texas Police  
Department  
*Nov. 12-16, 1973*
19. Sgt. Jack Jenson  
Officer Dwane Lawson  
Minneapolis, Minnesota  
Police Department  
*April 30, May 1+2, 1974*
20. Mr. Glen E. Fine  
Bureau Chief  
Administrative Counseling  
Bureau  
Mr. Richard A. Baratta  
*May 1, 1973*
21. Lt. Jack G. Smith  
Team Project Leader  
Mr. Jay T. Downen  
Administrative Assistant  
Los Angeles, California  
*Sept. 18, 1972*

22. Sixteen Police Officials  
Latin American countries  
*July 25, 1973*
23. Howard L. Moore  
Supervisory Council on Crime  
and Delinquency  
Vernon Reed  
Assistant Director  
West Dayton Crime Analysis  
1123 Germantown  
Dayton, OH 45408  
*Aug. 30, 1973*

CORRESPONDENCE  
ON COM-SEC

1. Mr. John E. Tomlinson, PATN.  
Planning and Research Unit  
Bureau of Police  
Wilmington, Delaware  
*Aug. 30, 1973*
2. Ms. Donna D. Schram, Ph.D.  
Law and Justice Planning Office  
2902 Smith Tower  
Seattle, Washington 98104  
*Sept. 15, 1973*
3. Mr. Milton Kotler, Director  
Institute for Neighborhood  
Studies  
1520 New Hampshire Ave., NW  
Washington, D.C. 20036  
*Jan 2, 1973*
4. Mr. John Heaphy  
Associate Director  
Police Foundation  
1015 Eighteenth St., NW  
Suite 700  
Washington, D.C. 20036  
*Oct. 17, 1973*
5. Mr. Patrick V. Murphy  
President  
Police Foundation  
1015 Eighteenth St., -NW  
Suite 700  
Washington, D.C. 20036  
*Oct. 17, 1973*
6. Mr. Jim Thomas  
Police Specialist  
Commission on Crime and Law  
Enforcement  
1000 University Tower Building  
Little Rock, Arkansas 72204  
*Feb. 26, 1974*
7. Mr. James P. Sikora, Ph.D.  
Assistant Professor of  
Sociology  
The University of Tennessee  
at Chattanooga  
Chattanooga, Tennessee 37401  
*July 30, 1974*
8. Mr. John McCarthy  
Governor's Cabinet Committee  
on Public Safety  
*Jan. 14, 1974*
9. Mr. Donald Heiman
10. J. C. H. Graves  
Chief Superintendent  
County Police Station  
Great Oaks, Basildon  
Essex, England  
*Oct. 31, 1974*
11. Mr. Howard L. Moore  
Supervisory Council on  
Juvenile Delinquency  
Dayton, Ohio  
*Aug. 10, 1973*
12. People from Worcester,  
Massachusetts  
*April 2, 1973*
13. Captain I. L. Cross  
Patrol Division  
City of Riverside  
Department of Police  
P.O. Box 88, 4102 Orange  
Riverside, California 92502  
*Oct. 10, 1974*
14. Lt. William J. McNasby  
Detective Bureau  
Haverford Township Police  
Darby and Manoa Roads  
Havertown, Pennsylvania 19083  
*Oct. 1, 1974*
15. Chief Roy E. Hollady  
Chief of Police  
City Hall  
555 Liberty Street, SE  
Salem, Oregon 97301  
*Sept. 10, 1974*
16. Mr. Neal J. Pearson  
Associate Professor  
Texas Tech University  
Department of Political  
Science  
P.O. Box 4290  
Lubbock, Texas 79409  
*July 24, 1974*
17. Mr. F. R. Boone  
Chief of Police  
City of Portsmouth  
Portsmouth Civic Center  
711 Crawford Street  
Portsmouth, Virginia  
23704  
*Aug. 9, 1974*

18. Mr. F. L. Scott  
Chief of Police  
Sarasota Police Department  
Sarasota, Florida 33578  
*Aug. 7, 1974*
19. Mr. William Holland  
Associate Director  
Crime Prevention Commission  
Region 14  
Illinois Law Enforcement  
P.O. Box 539  
Jacksonville, Illinois 62650  
*July 1, 1974*
20. Mr. Bernard Barrett  
1485 Sylvan St. #16  
Van Nuys, California 91401  
*April 17, 1974*
21. Mr. Gary M. Chamberlain  
Executive Director  
The American City  
Buttenheim Publishing Corp.  
Berkshire Common  
Pittsfield, Massachusetts  
01201  
*Jan. 17, 1974*
22. Sgt. Richard Porth  
Bloomington Police Department  
Old Shakopee at Penn  
Bloomington, Minnesota 55431  
*Nov. 14, 1973*
23. Mr. Walter E. Beckjord  
1813 Carew Tower  
Cincinnati, Ohio  
*Oct. 31, 1973*
24. Sgt. Edwin Bishop  
Chicago Police Department  
Bureau of Investigative  
Services  
Operations Analysis - Room  
502  
1121 South State Street  
Chicago, Illinois 60605  
*Nov. 7, 1973*
25. Mr. David C. Muller  
11 Alamo Court  
Florence, Massachusetts  
01060  
*Nov. 2, 1973*
26. Sgt. L. M. Dingle  
Planning and Research  
Division  
Department of Police  
Atlanta, Georgia 30303  
*Nov. 2, 1973*
27. Mr. Blaine Skinner, Sheriff  
Bonneville County Sheriff's  
Department  
Box 858  
Idaho Falls, Idaho 83402  
*Oct. 29, 1973*
28. Mr. Tylor M. Johnson, Chairman  
Department of Criminal Justice  
Administration  
Mount Mercy College  
1330 Elmhurst Dr., NE  
Cedar Rapids, Iowa 52402  
*Oct. 31, 1974*
29. Mr. Wilbur Rykert  
Director  
National Crime Prevention  
Institution  
School of Police Administration  
University of Louisville  
Shelby Campus  
Louisville, Kentucky 40222  
*Oct. 26, 1973*
30. Colonel William E. Dye  
Chief of Police  
City of East St. Louis  
111 North Main Street  
East St. Louis, Illinois 62201  
*Aug. 14, 1973*
31. Officer Robert J. O'Brien  
Boston Police Department  
Office of the Commissioner  
154 Berkeley Street  
Boston, Massachusetts 02116  
*April 17, 1973*
32. Sgt. Robert T. Manning  
New York City Police Department  
400 Broome St. - Room 302  
New York, New York 10013  
*May 7, 1973*
33. Ms. Virginia Rolett  
University of North Carolina  
Chapel Hill, North Carolina  
*Oct. 30, 1973*
34. Officer Richard E. Garland  
Baltimore County Police  
Department  
Cockeysville, Maryland 21030  
*April 26, 1973*
35. Mr. Richard L. Boylan, Director  
Impact Cities Program  
Plaza Nine Building  
55 Erieview Plaza  
Suite 420  
Cleveland, Ohio 44114  
*Nov. 14, 1972*

36. Mr. Fred Williamson  
President  
Greater Price Hill  
Improvement Association  
912 Elberon Ave.  
Cincinnati, Ohio 45205  
*May 23, 1974*
37. The City Council  
Council Chamber  
City Hall  
Cincinnati, Ohio  
*May 23, 1974*
38. Captain R. S. Leigh  
City of El Segundo  
Department of Police  
348 Main Street  
El Segundo, California 90245  
*Oct. 22, 1974*
39. Lt. Robert J. McCormack  
Commanding Officer  
Middle Management Exchange  
Unit  
City Of New York Police  
Department  
One Police Plaza, Room 1406  
New York, New York 10038  
*Aug. 6, 1974*
40. Inspector John Biblica  
Patrol Commander  
Department of Police  
813 Sixth Street  
Sacramento, California 95814  
*Nov. 13, 1974*
41. Mr. Fredric L. DuBow  
Assistant Professor  
Northwestern University  
Department of Sociology  
Evanston, Illinois 60201  
*Nov. 13, 1974*
42. Mr. Joseph O'Malley  
Field Representative  
Governor's Justice Commission  
1315 South Allen Street  
State College, Pennsylvania 16801  
*Nov. 15, 1974*

**END**

*7/25/1961*