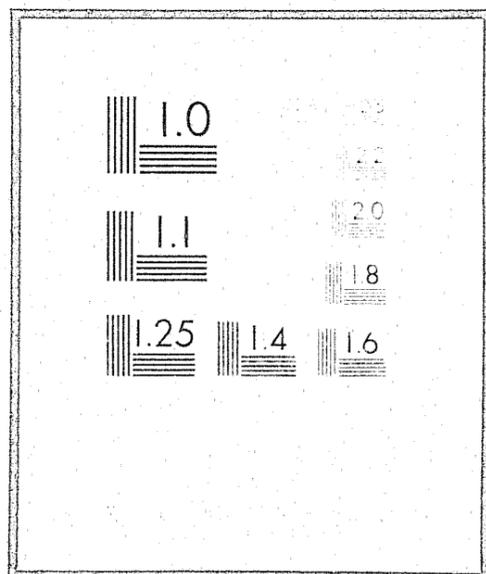


NCJRS

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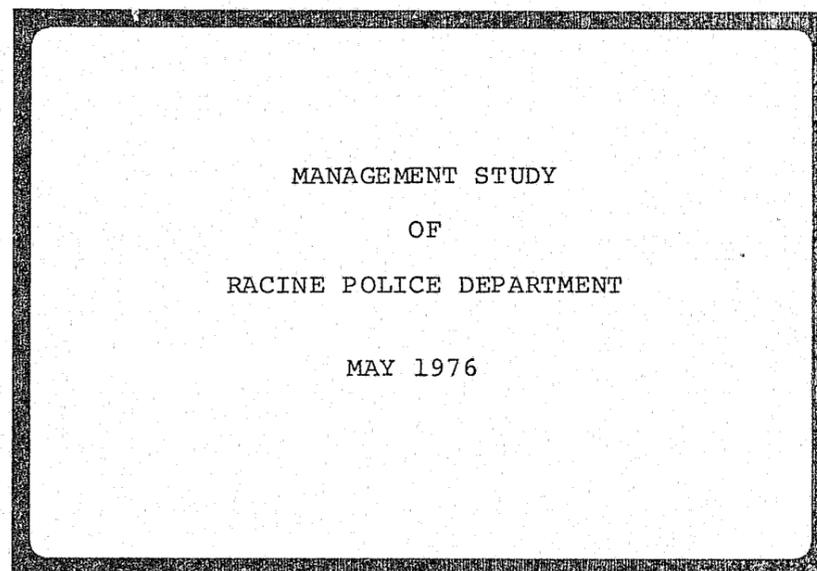
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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

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TOUCHE ROSS & CO.



PROGRESS REPORTS--INSTRUCTIONS FOR LEAA DISCRETIONARY GRANTS

Grantees are required to submit Progress Reports on project activities and accomplishments. No fixed requirements as to length or detail have been established, although some general guidelines appear below. It is expected that reports will include data appropriate to the stage of project development and in sufficient detail to provide a clear idea and summary of work and accomplishments to date. The following should be observed in preparation and submission of progress reports:

- a. Reporting Party. The party responsible for preparing the report will be the agency, whether grantee or subgrantee, actually implementing the project. Thus, where a State Planning Agency is the grantee but has subgranted funds to a particular unit or agency to carry on the project, the report should be prepared by the subgrantee.
- b. Due Date. Reports are submitted by the subgrantee to its State Planning Agency on a quarterly basis (i. e., as of June 30, September 30, December 31, and March 31) and are due at the cognizant Regional Office on the 30th day following the close of the quarter (unless specified otherwise by LEAA). The first report will be due after the close of the first full quarter following approval of the grant (i. e., for a grant approval on May 1 the first report will be due for the quarter ending September 30. It will cover the five month period May through September). The award recipient's final progress report will be due 90 days following the close of the project or any extension thereof.
- c. Form and Execution. Three (3) copies of each report should be submitted. However, five (5) copies must be submitted for all final reports. (If the grantee wishes to submit the same report to several agencies it may utilize LEAA Form 4557-1 (Rev. 9-75) as a face sheet completing all items and attach the report to it.) If continuation pages are needed, plain bond paper is to be used. It should be noted that the report is to be signed by the person designated as project director on the grant application or any duly designated successor and reviewed by the cognizant State Planning Agency.
- d. Reporting Requirements. The reporting requirements noted in this section are designed to provide information which permits determination of the extent to which LEAA Discretionary Fund projects are contributing to the overall goals and objectives of the Agency. Reports will be submitted on a quarterly basis, unless otherwise directed. The first report will include, as concisely as possible, the following information elements:
 1. Statement of project goals or objectives in tangible, measurable terms. The goals or objectives should denote the project's impact on the reduction of crime and delinquency, or the improvement of the criminal justice system, or both. Project goals or objectives should be consistent with LEAA's "Management-By-Objectives" planning concepts.
 2. Statement of the problem in measurable terms.
 3. Statement of hypotheses and working assumptions which provide the conceptual foundation and thrust for the project.
 4. Statement of specific indicators and measures to be used to assess the results of the project in terms of both 1 above and intermediate project outputs. Data sources and appropriate collection methods will be noted in this paragraph.
 5. Statement of the results achieved by the project during the first reporting period, utilizing the indicators developed in 4 above.
 6. Statement of significant administrative, budgetary, and programmatic problems confronting the project during the first reporting period. Obstacles to progress are to be noted in concise, frank terms. Major administrative, budgetary, and programmatic developments which are expected to affect the ultimate course and substance of the project will be described as precisely as possible.

Subsequent progress reports will be required to address, as appropriate, the information elements contained in paragraphs 4 through 6 above, with the exception of that portion of paragraph 4 dealing with data sources and appropriate collection methods. Special reports, evaluation studies, and publications or articles related to the project which were issued during the reporting period should be attached to the progress report.

- e. Dissemination. All three (3) copies of regular progress reports and all five (5) copies of final reports should be submitted to the subgrantee's State Planning Agency. After review the State Planning Agency will forward two (2) copies of the report and four (4) copies of the final report to the cognizant LEAA Regional Office. The Regional Office will route the reports to all interested LEAA units. Copies should also be provided to other agencies cooperating in or providing services to the project.
- f. Special Requirements. Special reporting requirements or instructions may be prescribed for discretionary projects in certain program or experimental areas to better assess impact and comparative effectiveness of the overall discretionary program. These will be communicated to affected grantees by LEAA.

TOUCHE ROSS & CO.

Management Study Committee
May 17, 1976 - 2

The details regarding our analyses, findings and recommendations are included in the attached report. If further information is needed, please contact Mr. Harold Katersky at (313) 965-1100 in Detroit or Mr. John Brockschlager at (414) 276-0180 in Milwaukee. We have appreciated the opportunity to work with the officials of Racine, its Police Department, and the Citizen Control Committee.

Very truly yours,

Touche Ross & Co.

TOUCHE ROSS & CO.

MANAGEMENT STUDY
OF
RACINE POLICE DEPARTMENT
MAY, 1976

I. MANAGEMENT SUMMARY

II. FINDINGS AND RECOMMENDATIONS

III. ORGANIZATION

RACINE POLICE DEPARTMENT
MANAGEMENT STUDY

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I. MANAGEMENT SUMMARY

I. MANAGEMENT SUMMARY

PURPOSE AND SCOPE

The Racine Police Department serves a city population of 97,000 citizens. The Department's work force of approximately 300 is comprised of 2/3 sworn officers and 1/3 nonsworn personnel (civilians). The annual budget required to provide law enforcement services in the City of Racine exceeds \$4,000,000 when salaries, equipment and office space is considered.

The purpose of this project has been to conduct a management study of the Racine Police Department with the following objectives:

- Identifying opportunities for strengthening the ability of the Racine Police Department to provide law enforcement service to the citizen
- Developing those opportunities into detailed improvement recommendations with specific emphasis on organization and utilization
- Providing improved law enforcement service to the community at minimum cost

The scope of this project included the analysis of all functions of the Racine Police Department. Also, within the scope of the study, was the provision of assistance in implementing short-term improvements in procedures and resource utilization which could be affected immediately at no cost to the City. These short-term improvements included increased patrol coverage during shift changeovers, redesign of squad patrol areas to equalize workload and verification of procedures affecting the immediate repair of emergency vehicles. Other recommendations, requiring a longer lead time, as a result of necessary approvals, budgeting considerations, or anticipated personnel attrition, can be implemented over a longer period of time.

APPROACH

The study was structured so that all operations were reviewed and those functions with significant opportunities for improvement were identified. Recommendations have been reviewed with command personnel and the Citizen Control Committee appointed by the Mayor. When applicable, short-term recommendations were identified and the implementation steps initiated. To better understand the overall approach the study team utilized, the following paragraphs describe in detail the activities which were undertaken.

General Survey

A survey was conducted to familiarize the study team with police department operations and unique community, governmental and administrative features. Some of our activities included riding with officers in patrol cars, accompanying police officers on investigations, observing operations at police headquarters, reviewing paperwork systems, interviewing police officers of all ranks, interviewing key administrative officials in the local criminal justice system, meeting with concerned citizens, reviewing currently available crime and traffic statistics, and studying existing vehicles and facility utilization.

Data Collection and Analysis

Based upon observations during the general survey, the study team noted areas of operations to be investigated in detail. For these areas, available data was assembled and necessary data collection mechanisms were established to provide new data for additional analysis. Also, more detailed interviews were performed in areas where quantification was difficult or not applicable. In addition, we conducted a sworn officer survey to assess areas which were difficult to quantify and to assure ourselves that all sworn officers had an opportunity to voice their concerns. Through these data collection and analysis processes, problems and opportunities for improvement were identified.

Recommendation Formulation

Based upon the results of the data collection and associated analysis, the study team developed recommendations which were directed toward the problems of the Department. The documentation of each recommendation included a description of the findings which led to the recommendation, an explanation of the recommendation, the benefits to be achieved, and whether the implementation is short-term or long-term in nature.

Recommendation Acceptance

During this phase, the consultants reviewed recommendations with police management and the Citizens Control Committee to assure that the consultants had explored all alternatives and assessed the feasibility of the recommendations. In the final analysis, the recommendations are those of Touche Ross & Co.

Implementation

During this phase of the project, we assisted and monitored the implementation of short-term recommendations. Many of these recommendations have already been implemented. In addition, the consultants assisted the Department in initiating long-term recommendations.

FINDINGS AND RECOMMENDATIONS

The Racine Police Department is run effectively, but as with any organization, improvements can be made to operations which would increase law enforcement effectiveness to the citizen. The City has provided the Department with adequate manpower and a relatively new facility with sufficient office space for current staffing levels. The recommendations, presented in this report, can affect significant improvements in the utilization of these resources. Detailed findings which support these recommendations can be found in Sections II and III of this report. A cost/benefits analysis of major recommendations has been included in Exhibit I-2. An overview of the significant findings and recommendations for each major area follows below.

Patrol Division

The patrol division was found to have sufficient manpower to effectively answer all dispatch calls requiring sworn officer assistance; however, the workloads appeared unevenly distributed between squad areas. The number of patrolmen on each of the shifts did not reflect dispatch call volume, and patrol coverage during shift changeovers was limited. Other problem areas included the staffing of Dispatch Operations with a patrolman in addition to civilians on two shifts and the apparent need for additional marked squad units to provide the necessary coverage during peak dispatch periods.

The major thrust of the recommendations in the patrol division has been to reallocate resources between the shifts to provide improved service level to the citizens. Squad areas have been redesigned to equalize patrol responsibilities. Patrolmen on the third shift will be transferred to the second shift to reflect actual dispatch requirements, and staggered shifts will be implemented to maximize shift coverage during the changeover between shifts. In other areas, we have recommended the elimination of the patrolman position from dispatch operations on both an efficiency and cost basis. Also, we are recommending the purchase of three additional squad units to provide the necessary coverage during peak periods and better utilization of sworn officer capabilities.

One additional area of concern in the patrol division is the Community Service Officer (CSO) Program which is scheduled for termination in June. From a quantifiable cost/benefit point of view the program was a breakeven proposition. However, many additional nonquantifiable benefits resulted from the program such as subpoena service, crossing guard replacements, motorist assistance, dog complaints and other civil related responsibilities. (In 1975, approximately 20-25% of all calls were dispatched to CSO officers.) The Program allowed the sworn officer to concentrate on criminal problems in society while allowing the CSO officer to perform important, but routine, service activities. With the termination of the CSO Program these routine activities will be returned to the sworn officer which in turn will lower the department's overall ability to respond to criminal actions. We recommend the continuation of the program based upon the cost/benefit analysis presented in this report and the services provided by the CSO officers to the community.

Investigative Divisions

The detective and juvenile division, and the intelligence division to a lesser degree, were found to have similar problems. The caseload for a detective or investigator was found to be unequal. Caseload assignments are based on extremely specialized categories which result in uneven caseloads. Many detectives and investigators are overworked to the point where an assignment backlog is created and sufficient attention to all cases cannot be provided. Other detectives and investigators are not fully utilized because there is limited demand for their specialties.

Investigative accountability and performance monitoring are not formally established. Daily and weekly accountability sheets have been discontinued and performance measurements such as, arrests/case assignments, convictions/arrests, workload, and case backlog have not been maintained.

In addition, it appears that the detectives and investigators could better utilize their available time. Many instances were noted when complainants or witnesses were not at home for interviews. Also, interviews were conducted which were perfunctory in nature and did not require a personal contact. Monthly bar checks were found to be nonproductive and exceeded the City Council request for an annual license review.

The emphasis on the recommendations for the investigative divisions is better utilization of investigative resources. The skewed caseloads can be corrected by eliminating the over-specialized categories which currently exist. Cases should be assigned on the basis of equalizing caseloads and similarity of the crime to other incidents. The detectives and investigators should be accountable for their daily activities and command personnel should formally monitor each detective's and investigator's performance based on standardized measurements.

Utilization of available detective and investigator time is extremely important. Complainants and witnesses should be scheduled by telephone in advance to minimize "not at home visits". In addition, certain types of investigations do not require a personal contact. The necessary information to complete the required report for insurance purposes could be provided by the complainant over the telephone or at headquarters. Also, the monthly bar check practice exceeds the annual requirement. Certain problem bars require additional attention; however, checks on bars, with a known record of ordinance compliance, should be minimized.

Once the workloads have been equalized, performance measurements implemented, and investigative time is more effectively utilized, the staffing levels of the investigative divisions should be reviewed to determine if more or less staff is required for the available caseload.

Administrative Divisions

The Administrative Divisions include Planning and Research, Records and Identification, Court, Training, and Community Relations. The findings in these areas primarily deal with both improved utilization of present resources and the needs for additional resources.

Study results have indicated that the coordination and compilation of timely data is not provided to patrol and investigative units. In addition, analysis of this data for criminal trends and tactics to combat crime have not been developed. Information is given to the patrol division 24-48 hours after the incident occurred. No attempt is made to correlate incidents as to type, time or location. Initially, three sworn officers should be utilized under the direction of the Planning and Research Sergeant to provide this information. Subsequent review may indicate that some or all of these positions could be staffed with civilians.

Training is another area of concern. Only \$23/man was allocated for training which includes the cost of travel, books and tuition fees. Many of the officers do not have current handbooks on criminal law, investigative techniques or patrol procedures. To rectify the above training deficiencies, approximately \$49,000 would be required to pay for overtime, books and supplies, and instructor fees. In addition, ready reference materials are not available which detail skills currently available. This type of reference is invaluable for staffing crisis situations, promotional considerations, and requirements for increased training.

Civilian time can be better utilized. Currently, civilians have three 8 1/2 hour shifts per day with a 1/2 hour overlap. This 1/2 hour time period overlap is too short to

effectively utilize civilian labor; however, if the shift schedule was adjusted, the three 1/2 hour overlap time periods could be modified to one 1 1/2 hour overlap period. This lengthened period could be utilized to reduce peak workloads in such areas as records and identification, court, or front counter operations.

The utilization of mechanized and computer systems to replace manual activities should be pursued. The department primarily utilizes the City's computer installation for payroll, statistical printouts, and arrest/citation responsibility lists. In addition, terminals are utilized for state and federal "wants and warrants" files. Other applications exist in the department which could be financially feasible and could contribute towards an improved service level. These applications include crime analysis reports by type of incident, time, day, and location; case management and control system for investigative units; deployment simulations; and, automated records update and retrieval systems. Detailed review of these applications would be required to determine financial feasibility and impact on other police activities.

In addition, we have reviewed the recruiting procedures and practices of the Racine Police Department. During the previous two years, a large number of sworn officers (50-60) have been added to the Department. A concerted effort has been made by the Police and Fire Commission to follow the equal employment opportunity guidelines. The representation of minority groups in the Department is steadily growing both in number of sworn personnel and command positions. Also, the education level of newly hired sworn officers is rising. Many new recruits have associate and bachelor degrees and a few officers have masters degrees. Overall, the recruitment program has provided the City of Racine with good, raw talent from which experienced sworn officers can be developed.

The internal affairs function which handles citizen complaints against police officers was also reviewed. The inspector of police (third in command) reviews all initial complaints and assigns a detective for additional investigation. This procedure was found to be functioning efficiently with both the rights of the citizen and the sworn officer protected.

ORGANIZATION STRUCTURE

The organization structure of the City of Racine Police Department is not conducive to effective coordination of the reporting units. In addition, the Department has been made responsible for several "quasi" enforcement areas which could be better administered by other City departments. To effect a more efficient organization, we believe the following recommendations should be initiated:

- Consolidate detectives, juvenile and intelligence divisions under one captain to provide more effective coordination and communication between the units. This organizational change may be

accomplished through attrition (about three years) or by providing special assignments (i.e., internal affairs, management study coordination, etc.) to one captain while providing line authority of the investigative unit to the other captain (3-4 months).

- Transfer jail and dispatch personnel to patrol function to formalize shift reporting relationships.
- Transfer the identification division to the investigative unit to better coordinate fingerprint analysis and identification.
- Establish a crime analysis unit to coordinate information between investigative units and patrol.
- Move the community relations division to Administration. Many of the functions the unit presently performs directly complement educational and related activities which report to the Inspector (Administration).
- Transfer traffic division functions to other divisions or departments within the City:
 - . Traffic Investigators to Patrol Division
 - . Parkettes to Parking Commission
 - . School Crossing Guards to Unified School District
 - . Abandoned Car Detail to DPW or Parking Commission

The emphasis of these recommendations is to streamline the police organization and command structure. During the study numerous instances were conveyed to the consultants of communication and coordination errors between units which had different reporting relationships. By consolidating units and unifying the command structure, many of the barriers to good communication and coordination will be minimized. In addition, the crime analysis unit can provide an effective communication bridge between investigative and patrol divisions. This was the major consideration when locating the unit in Administration rather than the Investigative Unit or Patrol.

Many of the traffic division functions are typically not law enforcement activities. The abandoned car detail, parkettes, and the school crossing guards all provide a valuable service to the community; however, these services relate better to other city departments than the police department. While these units provide varying degrees of enforcement capability, the service staff should be directly related to the city agency responsible for that general area of service.

Related to the organization structure problems is the concern indicated by sworn officers of management decisions and policies (Appendix A) in the survey conducted of all sworn officers in the department. Many of the concerns can probably be attributed to the lack of coordination between units, upward and downward communication, and the general unrest caused by the police association contract negotiations. However, the attitude survey does indicate that some positive policies should be implemented by top management to address sworn officer concerns:

- Establish a Police Policy and Procedures Manual which describes, in detail, the City of Racine Police Department policies and procedures from which consistent practices can be applied. Before issuance, this manual should be reviewed and approved by the Police Chief, Mayor and City Attorney. Contents of the manual should include detailed patrol, investigative, and administrative procedures, policy statements, rules and regulations, Police Bill of Rights, and other appropriate data or notifications as necessary.
- Provide supervisory and leadership training to all supervisory personnel. In conjunction with the training a management reporting and control system should be established to monitor unit performance and react quickly to performance variations.
- Establish a program which measures a unit against predetermined objectives. Specific objectives for each unit should be established from which the unit can be measured. Correspondingly, if sworn officers understand their objective priorities, resources can be better allocated to accomplish these objectives.
- Implement a formal suggestion review committee. Many of the sworn officers have good, concrete ideas of how to improve the Department; however, the chain of command, as in many organizations, can stifle an idea for improvement. A review committee should be established which evaluates these ideas and communicates the recommendation regarding the idea to both the Chief and the sworn officer who conceived the improvement idea.
- Continue the "open door" policy implemented by the Chief. In addition, the Chief and the Assistant Chief should make periodic attempts to attend roll calls and meet with the sworn officers on an individual and group basis to discuss current policy decisions.

- Continue the "officer of the month" award. The positive nature of this program emphasizes the good actions which occur "98%" of the time. The officer selected should not be limited to street personnel. Staff officers also provide a valuable service to the community.

IMPLEMENTATION PLAN

Many of the recommendations which are contained in this report can be implemented by the Department with a minimal need for outside assistance; however, several recommendations will probably require some outside assistance to implement because of the time requirements of key personnel or the required expertise in specialized areas. The recommendations which have been included in this category are:

- Police Department reorganization and associated management by objective and reporting systems to monitor performance against specific objectives.
- Computerization of manual activities, development of system requirements, interface with other components of the criminal justice system.
- Establishment of a crime analysis unit which would include procedures, forms and analytical techniques to properly present data for investigative and patrol units, and design tactics to counteract criminal trends.
- Development of case management reporting system which would include detailed procedures, forms, and reporting formats so that the investigative unit could more effectively manage the case workload.

We have monitored the implementation of several short-term recommendations and will be available to answer questions concerning the implementation of longer term recommendations. To aid in understanding the recommended overall timetable for implementation, we have included an implementation plan (Exhibit I-1) on the following page for each of the recommendations contained in this report.

Also, we believe that the Mayor should appoint a committee to coordinate and oversee that these recommendations are implemented, especially those recommendations which would require an extended period of time to implement. A significant improvement in the delivery of law enforcement services can be obtained through the increased coordination of manpower and utilization of resources as recommended in this report. We have included a cost/benefit analysis (Exhibit I-2) of the major recommendations in this report with anticipated savings and required additional expenditures.

RACINE POLICE DEPARTMENT
 MANAGEMENT STUDY
 IMPLEMENTATION PLAN

RECOMMENDATIONS	MONTHS AFTER REPORT ISSUANCE																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
PATROL																																					
-Realign Shift Staffing																																					
-Reinstitute CSO Program																																					
-Redesign Patrol Areas																																					
-Modify Shift Start Times																																					
-Replace Radio Equipment																																					
-Minimize Beat Patrolmen																																					
-Eliminate Patrolman Position in Dispatch																																					
-Insist Dispatch Procedures Followed																																					
-Relocate Radio Dispatch Room																																					
-Centralize Record Checks																																					
-Decentralize Traffic Division Functions																																					
-Provide Traffic Investigator Training																																					
-Standardize Traffic Investigator Cars																																					
-Coordinate Radar Enforcement																																					
-Move Traffic Unit																																					
-Add Three Marked Squad Units																																					
-Implement Emergency Parts Purchasing																																					
INVESTIGATIVE																																					
-Provide Additional Detective Coverage																																					
-Upgrade One Detective to Lieutenant																																					
-Modify Vacation Policy																																					
-Implement Generalized Categories																																					
-Assign Cases Based on Workload																																					
-Maximize Time Utilization																																					
-Establish Monitoring System																																					
-Utilize Civilians for Subpoenas																																					
-Realign Juvenile LT. Work Schedule																																					
-Modify Juvenile Floor Plan																																					
-Transfer Alumni Files - Juvenile																																					
-Increase Informant Fund																																					
-Transfer "Closed" Files - Narcotics																																					

— implementation activity
 — monitoring activity

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EXHIBIT I-1(a)

I-10

RACINE POLICE DEPARTMENT
 MANAGEMENT STUDY
 IMPLEMENTATION PLAN

TOUCHE ROSS & CO.

RECOMMENDATIONS	MONTHS AFTER REPORT ISSUANCE																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
INVESTIGATIVE (cont'd)																																					
-Reaffirm One Man to a Car Policy																																					
-Establish Key Control System																																					
-Purchase Investigative Equipment																																					
-Reevaluate Staffing Levels																																					
ADMINISTRATIVE																																					
-Realign Civilian Schedules																																					
-Replace Clerk/Typist with Transcriber																																					
-Move Start Time for Transcriber																																					
-Replace Sworn Officers in R&I with Civilians																																					
-Issue Transcription Guidelines																																					
-Coordinate Incident Reports from Dispatch																																					
-Eliminate Stipulation Copy																																					
-Redesign Counter Area																																					
-Compile Dossier File																																					
-Replace Court Captain with Court LT.																																					
-Install Direct Radio Link to Front Counter																																					
-Establish Priority Warrant and Commitment																																					
-Transfer Marked and Add Unmarked Unit																																					
-Establish Formalized Checklist																																					
-Increase CRO Officer Coverage																																					
-Distribute Com. Rel. Guidelines																																					
-Prepare Alt. Car Plan - Comm. Rel.																																					
-Investigate Alt. Office Areas																																					
-Communicate Com. Rel. Responsibilities																																					
-Reevaluate Staffing Level - Comm. Rel.																																					
-Provide Urgently Required Training																																					
-Increase Training Budget																																					
-Purchase Basic Materials																																					
-Establish Skills Inventory System																																					
-Establish Police Library																																					

I-1

EXHIBIT I-1 (b)

RACINE POLICE DEPARTMENT
 MANAGEMENT STUDY
 IMPLEMENTATION PLAN

TOUCHE ROSS & CO.

RECOMMENDATIONS	MONTHS AFTER REPORT ISSUANCE																																					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36		
ADMINISTRATIVE (cont'd)																																						
-Monitor Lead Levels (Range)																																						
-Transfer Sr. Keypunch Operator to Records																																						
-Establish Crime Prev. Car Priority																																						
-Increase Crime Prev. Budget																																						
-Investigate Computer Applications																																						
-Develop Grant Plan																																						
-Eliminate H-Unit Distribution																																						
ORGANIZATION																																						
-Consolidate Detectives, Juvenile and Intelligence																																						
-Transfer Jail & Dispatch to Patrol																																						
-Transfer Identification Division to Investigative Unit																																						
-Establish Crime Analysis Unit																																						
-Transfer Com. Rel. to Administration																																						
-Transfer Traffic Division Functions																																						

I-12

EXHIBIT I-1 (c)

RACINE POLICE DEPARTMENT

COST/BENEFITS ANALYSIS

<u>RECOMMENDATION</u>	<u>QUANTIFIABLE COST/SAVING</u>	<u>NONQUANTIFIABLE BENEFIT</u>
- Reorganize Department (includes establishment of crime analysis unit)	\$ 65,000	Improved communication and coordination
- Add three additional squad units.	(15,000)	Improved utilization of resources
- Realign clerical work schedules	11,000	Increased utilization of existing manpower
- Provide urgently required training	(46,000) }	Improved quality of investigation
- Provide basic patrol and investigative reference materials	(3,000) }	
- Provide CSO Program to handle noncriminal assignments	-0.*	Increased service to community
- Replace radio equipment	-0.**	Increased communication and coordination
- Continue to provide traffic investigation training	(2,000)	Improved quality of investigation
- Increase informant fund	(3,000)	Increased emphasis on narcotics problem
- Modify juvenile and records division office space	(2,000)	Increased clerical efficiency
- Provide investigative equipment	(5,000)	Improved quality of investigation
TOTAL QUANTIFIABLE (COST) SAVINGS	-0-	

* CSO Program operates on a relative breakeven basis (See detailed cost/benefits in Patrol Division recommendations)

** Federally funded: No additional incremental dollars required

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EXHIBIT I-2

I-13

II. FINDINGS AND RECOMMENDATIONS

PATROL RELATED ACTIVITIES

- Patrol
- Dispatch
- Traffic
- Abandoned Car
- Police Garage

RACINE POLICE DEPARTMENT
PATROL FUNCTION

STAFFING

FINDINGS

- The staffing for the Patrol Division is as follows:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Captains	1	1	1	3
Lieutenants	0	1	1	2
Sergeants	6	5	4	15
Patrolmen	29	40	36	105
CSO Officers	<u>3</u>	<u>2</u>	<u>2</u>	<u>7</u>
Total	39	49	44	132

- The 3rd shift, which is the least experienced, has fewer sergeants while the 1st shift is staffed with the most experienced patrolmen and most sergeants.
- The 1st shift has one captain and no lieutenants. Traffic captain shares responsibility with 1st shift captain.
- Shift staffing has not been correlated to dispatch service calls (see Exhibit II-1 and II-2).
- In addition to mobile patrol units, the three shifts field evidence technicians, conveyance vans, radar, and beat patrolmen.
- The reduction of CSO officers has resulted in sworn officers performing duties as substitute crossing guards, dog complaint control officers and surveillance activities.

RACINE POLICE DEPARTMENT
PATROL DIVISION

STAFFING

RECOMMENDATIONS

- Realign the number of officers on each of the three shifts as follows to correspond to dispatch call volume and supervisory needs:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Captains	0	0	0	0
Lieutenants	+1	0	0	+1
Sergeants	-1	+1	+1	+1
Patrolmen	0	+4	-6	-2
CSO Officers	+1	+1	+1	+3
Total	+1	+6	-4	+3

- With the above staffing realignment the imbalance between the sergeant to patrolmen ratio would be corrected:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Before	1 : 4.8	1 : 8.0	1 : 9.0	1 : 7.0
After	1 : 5.8	1 : 7.3	1 : 6.0	1 : 6.5

- Investigate with Common Council and City Finance Director to reestablish CSO program to relieve sworn officers from counter productive criminal enforcement activities. A cost benefits analysis on the following page supports this recommendation.

RACINE POLICE DEPARTMENT
CSO PROGRAM

COST/BENEFITS ANALYSIS

- About 2,400 man-days were expended during 1975 for the CSO Program at a cost of approximately \$100,000, which includes fringe benefits.
- For this expenditure, the following results were quantified for the year:

	<u>Number</u>	<u>Hours</u>	<u>\$</u>
Parking Ticket Revenue	16,806	N/A	84,000
Animal Related Calls	3,264	1,632	10,000
School Crossings	684	342	<u>2,100</u>
Total			<u>\$96,100</u>

- In addition, to quantifiable savings, the CSO officers responded to approximately 8,900 additional calls from dispatch other than animal related and school crossing duties.
- Also, while CSO officers were on patrol, about 5,700 self-initiated assignments were performed. These assignments included school and park checks, motorist assistance, subpoena services.
- Command personnel attributed the CSO Program with minimizing the overtime pattern for sworn officers during holidays such as fourth of July.
- Between 20-25% of all calls dispatched during 1975 were allocated to CSO officers relieving sworn officers from routine noncrime related activities.
- Sworn officers have utilized the additional time to concentrate on crime related activities. No volume analysis is available which could quantify or measure the effect of these activities:
 - . Door and window checks
 - . Alley patrol
 - . Surveillance

RACINE POLICE DEPARTMENT
PATROL FUNCTION

OPERATIONS

FINDINGS

- The number of squads responding to certain calls exceeds dispatch requirements.
- Patrol areas for each of the three shifts do not have equal responsibilities resulting in some squad units overworked and others which are underutilized.
- Coverage during shift changes is light. Normally, only two squad units are covering the entire City during a shift change.
- Supervisory training of sergeants and lieutenants is non-existent.
- Patrolmen are not given up-to-date and useful crime analysis information.
- Uniformed evidence technicians were seen utilizing unmarked squad units on some shifts.
- Shift schedules are not properly aligned to the incidence of dispatch call activity.
- Radio and communication equipment is antiquated (Note: A grant has been approved which could resolve the situation).
- When an officer leaves his squad unit, no direct emergency communication is available.
- Beat patrolmen provide excellent PR effort for commercial interests; however, response time is limited due to the length of beats.
- Numerous instances were related which indicated that citizens are having difficulty in understanding the uniform traffic citation (i.e., place of appearance, time, room number, etc.).

RACINE POLICE DEPARTMENT
PATROL FUNCTION

OPERATIONS

RECOMMENDATIONS

- Redesign patrol areas to equalize workload by analyzing the number of calls dispatched by patrol area and comparing total "on call" time to available patrol time.
- Modify shift start times to increase coverage during shift changeover and incident peaks (Exhibit II-3).
- Request funds to start supervisory training (see Training Division recommendations, page II-34).
- Minimize the number of beat patrolmen consistent with community priorities:
 - . Stagger beat staffing
 - . Weekend staffing
 - . Involvement with crime prevention
- Replace radio equipment and provide portable units for patrol to minimize response time during crisis situations.
- Require all uniformed patrolmen to utilize marked squads to provide flexibility for dispatching squads to complaint calls.
- Include an instructional slip with the uniform traffic citation which indicates the place of appearance, time, room number, etc.

RACINE POLICE DEPARTMENT
DISPATCH ROOM

STAFFING

FINDINGS

- Current staffing for dispatch operations include:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Sergeant	1	1	1	3
Patrolmen	0	1	1	2
Civilians	<u>2</u>	<u>2</u>	<u>2</u>	<u>6</u>
Total	3	4	4	11

- Dispatch is utilized for all incident calls and administrative calls:

<u>Shift</u>	<u>% Calls Dispatched</u>	<u>% Administrative Calls</u>
1	28%	75%
2	44%	25%
3	28%	0%

- Civilian dispatchers can provide a high service level with proper supervision.
- When three dispatchers are utilized, by the time the civilian dispatcher describes the call to the patrolman, the call could have been dispatched by the civilian (Exhibit II-4).

RECOMMENDATIONS

- Eliminate the patrolman position from the second and third shift to provide:
- . More efficient utilization of civilian and police personnel
 - . Release 3.4 patrolmen for other activities (i.e., staffing factor 1.7 x number of patrolmen 2)
 - . Decrease response time and increase the level of service
- Retain one sergeant and two civilians for dispatch operations for all shifts.

RACINE POLICE DEPARTMENT
DISPATCH ROOM

OPERATIONS

FINDINGS

- Patrol units respond to calls without informing dispatch resulting in loss of control.
- Several instances were noted where the patrol unit was in service but the "in service" message to dispatch was not communicated.
- Several instances were noted where the sergeant did not notify dispatch that he was responding to a call.
- Location of radio dispatch room is not secure:
 - . Prisoners have been known to enter radio room
 - . Back-up system is limited
- Radio dispatch board requires maintenance to control board. Numerous instances were noted where transmissions were lost due to range limitations. In addition, the number of available channels does not provide for emergency and crisis situations.
- Record checks are provided by both the dispatch teletype and the Records Division. Record checks in dispatch are basically a routine function in a "crisis" environment.

RECOMMENDATIONS

- Supervisory patrol personnel should insist that:
 - . Only patrol units dispatched should cover the scene
 - . If another unit wishes to respond, the unit must contact dispatch
 - . Sergeants notify dispatch if responding to call
- Relocate radio dispatch room to more secure location (Note: Grant is pending to move dispatch to civil defense communication room in building basement).
- Repair dispatch control lights and rebuild dispatch console (estimated cost \$500).
- Centralize record checks by moving dispatch teletype to Records Division.

RACINE POLICE DEPARTMENT
TRAFFIC DIVISION

STAFFING

FINDINGS

- The current staffing for the Traffic Division includes (except abandoned car detail):

	Shift 1 (7:00 am-3:00 pm)	Shift 2 (3:00 pm-11:00 pm)	Shift 3 (7:00 pm-3:00 am)	Total
Captain	1	0	0	1
Sergeant	1	0	0	1
Investigators	3	3	1	7
Clerk Typist	1	0	0	1
Crossing Guards	37	0	0	37
Parkettes	<u>3</u>	<u>2</u>	<u>0</u>	<u>5</u>
Total	46	5	1	52

- Traffic investigators appear to be well trained. Five of seven investigators have attended Northwestern University Traffic School (tuition and expenses = about \$750); however, training has been curtailed because of high unit turnover.
- The Division has a high turnover in personnel because position is stepping stone to sergeant. Traffic investigators have a P-3 rating.
- Crossing guards and parkette programs are administered by police traffic sergeant. Both of these civilian units have a minimal relationship with police department responsibilities.

RACINE POLICE DEPARTMENT
TRAFFIC DIVISION

STAFFING

RECOMMENDATIONS

- Transfer Traffic Division functions to other City agencies which can better administer and corodinate quasi-enforcement units:
 - . Maintain 1 sergeant and 7 investigators as traffic unit in the Patrol Division under the direction of the first shift captain. Clerk/typist remains with unit
 - . Transfer parkettes to parking commission
 - . Transfer school crossing guards to unified school district, Board of Education
 - . Eliminate Traffic Division captain position (savings: \$23,000)
- Maintain traffic investigator P-3 rating. The traffic investigator functions in a unique role in the department as both a patrol officer (P-2) and an investigator (P-4) depending upon the shift worked and the calls/incidents received.
- Continue to provide training at Northwestern University Traffic School. The investment of both time and money provides quality investigative and supervisory techniques useful in not only traffic investigation, but also, in other investigative units including the Patrol Division.

RACINE POLICE DEPARTMENT
TRAFFIC DIVISION

OPERATIONS

FINDINGS

- The Traffic Division captain manages the caseload activity:
 - . Investigators assigned incidents based on actual workload
 - . All investigators are trained equally allowing assignment flexibility
 - . Captain reviews all cases which are "dormant" or "not investigated"
- Traffic investigators investigate specific types of accidents (Exhibit II-5):
 - . Hit and run
 - . Personal injury
 - . Fatality
 - . City vehicle involvement
- Traffic investigators have two specially marked 6 cylinder vehicles. Special equipment in car trunk includes tape measures, skid sticks and chalk.
- Traffic Division is dependent on patrol function for property damage accident coverage and enforcement capability. Radar is assigned to patrol function and is utilized primarily on the basis of citizen complaints and not accidents caused by excessive speed.
- Work space is cramped and congested. No privacy (visual and audio) is afforded during interviews with hit and run victims or suspects.
- Utilization of investigators, especially in property damage investigations, citations and arrests, could be improved (Exhibit II-6).

RACINE POLICE DEPARTMENT
TRAFFIC DIVISION

OPERATIONS

RECOMMENDATIONS

- Continue current system of distributing caseload; however, some accountability for daily or weekly activities should be established.
- Upgrade traffic investigator cars from 6 cylinder to 8 cylinder engines. The cars should not be specially marked "traffic investigator" or with a unique color scheme.
- Utilize magnetic signs to indicate "traffic investigator". Magnetic signs utilized by community relations have life span of five years.
- Coordinate radar enforcement with accident incidents caused by speed and citizen complaints.
- Move traffic unit to less cramped quarters where confidential interviews can be conducted.
- Increase the utilization of traffic investigators for property damage accident investigations.

RACINE POLICE DEPARTMENT
ABANDONED CARS

STAFFING AND OPERATIONS

FINDINGS

- The current staffing of the abandoned car unit is 3 patrolmen; 2 on the day shift and 1 on the night shift.
- Only 163 cars were actually towed from the street during 1975 which averages about 1 car/manweek (Exhibit II-7).
- About 3.7 tickets were written per man week during 1975. These tickets are ordinance violations which should not require a sworn officer to enforce (Exhibit II-7).
- Total expenses far exceeded total revenues to administer the program (Exhibit II-8).
- The abandoned car unit requires one marked unit and one unmarked unit during the day shift.
- When towing abandoned vehicles from private property, sworn officers are required to provide back-up coverage.

RECOMMENDATIONS

- Replace the three patrolmen with two civilians to cover all abandoned car complaints.
- Utilize marked patrol coverage for incidences requiring towing from private property.
- Reallocate one marked unit to patrol unit.
- Investigate potential for transfer of function to parking commission or DPW.

RACINE POLICE DEPARTMENT
POLICE GARAGE

FINDINGS

- Analysis of vehicle maintenance performed both in the police garage and at outside garages indicated service is generally satisfactory and vehicles are returned to service as soon as possible.
- Until March 1, 1976 an emergency purchase order system was used by the garage to obtain repair parts and return vehicles to fleet promptly. This mechanism has been discontinued and replaced with conventional purchasing procedures, to prevent expenditure of unencumbered funds. The normal purchasing procedures require approximately seven days to complete. During the analysis two needed vehicles were out of service for 6 days, before approvals had been received.
- The number of vehicles is not sufficient for demand. With current and proposed utilization approximately three additional vehicles are required. (Note: Capital expenditure dollars (\$10,000) are available in planning and research budget which could help defray incremental city expenditure.) Exhibit II-9.

RECOMMENDATIONS

- The garage should use the emergency purchase order for needed parts and outside services.
- Increase the number of cars by three (four marked and one less unmarked) to meet vehicle demand. Rearrange vehicle deployment based on need.

INVESTIGATION RELATED ACTIVITIES

- Detectives
- Juvenile
- Intelligence

RACINE POLICE DEPARTMENT
DETECTIVES

STAFFING

FINDINGS

- The staffing for the Detective Division is as follows:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Captain	1	0	0	1
Lieutenants	1	1	0	2
Detectives	12	6	0	18
Civilians	2	0	0	2
Total	16	7	0	23

- Shift hours have been staggered to provide coverage during shift breaks (Exhibit II-10); however, coverage is limited between 5:00 pm and 6:00 pm.
- At least one detective is on duty from the hours of 7:00 am and 1:30 am. In an instance of a serious crime during the early morning hours, detectives are on call.
- The current vacation policy of allowing 2 detectives from the day shift and 1 detective from the night shift to take vacation concurrently can reduce detective coverage. The current policy allows 16-17% of the detectives to have concurrent vacations.
- The entire command structure of detectives retires within three years.

RACINE POLICE DEPARTMENT
DETECTIVES

STAFFING

RECOMMENDATIONS

- Continue the present level of staffing until assignment changes and case management system are implemented. Then reevaluate staffing level based on case backlog, workload level, and the percentage of cases over 30 days.
- Provide additional coverage during 5:00 pm and 6:00 pm of at least two detectives.
- Upgrade one detective to lieutenant to provide increased supervisory coverage.
- Continue the current system of calling in detectives for serious crimes during early morning hours.
- Modify the vacation policy so that no more than two detectives of eighteen can take concurrent vacations; however, no more than one detective from the night shift can take vacation at one time.

RACINE POLICE DEPARTMENT
DETECTIVESOPERATIONSFINDINGS

- Detectives are assigned cases based on specific specialties resulting in skewed workloads (Exhibit II-11). Specialties include commercial burglary (North and South), house burglary (North and South), theft, robbery, assaults, forgery, stolen vehicles, etc.
- The average caseload is 27 cases with a range of 7-58 cases (Exhibit II-11).
- Over 50% of the active caseload exceeds 30 days since the incident was assigned (Exhibit II-12).
- No management reports are prepared which compare detective performance and workload (i.e., total convictions/total arrests, total arrests/total cases, backlog, and status of backlog).
- Several paperwork and investigative guidelines could be streamlined:
 - . With reduction of CSO Program, detectives now serve subpoenas which are time consuming and do not require higher paying sworn officer processing
 - . Personal contact with complainant is thought to be mandatory for most investigations
 - . Utilization of telephone to schedule interviews is not used effectively
 - . Bar checks are required annually by law; however, the policy of monthly bar checks appears to have little value
 - . House and commercial burglary files duplicate information in case files and are rarely utilized
- Detective Division is without standard equipment, such as, a surveillance scope and identification kit.
- Detective in-service training (except homicide training) is limited.

RACINE POLICE DEPARTMENT
DETECTIVESOPERATIONSRECOMMENDATIONS

- Replace current detective specialties with crimes against persons and crimes against property categories to minimize skewed workload distributions caused by specialty assignments.
- Assign cases based on actual detective workloads developed from case management approach (sample forms and reports have been included in Appendix B).
- Review all cases after 30 days to assure that inactive cases are categorized "dormant".
- Establish system for monitoring detective performance and workload (see Appendix B for sample forms and reports).
- Initiate changes to streamline paperwork and investigation activities:
 - . Utilize civilians to serve subpoenas
 - . Issue guidelines whereby certain contacts (i.e., vandalism, auto theft, etc.) can be conducted by telephone by detectives. In addition, contacts/complainants could also be scheduled to come to station to complete necessary paperwork
 - . Utilize telephone to schedule personal contacts to minimize "not at home" occurrences
 - . Minimize the number of bar checks consistent with community priorities
 - .. Annual license check
 - .. Concentration on known trouble bars
 - .. Staggered checks
 - . Eliminate house and commercial burglary file cards as the files are rarely utilized and duplicate existing data
- Purchase standard equipment for investigative use, such as, a surveillance scope and identification kit (estimated cost \$5,000).
- Establish an in-service detective training program.
- After above recommendations are implemented, reevaluate staffing requirements in Detective Division.

RACINE POLICE DEPARTMENT
JUVENILE

STAFFING

FINDINGS

- The staffing level for the Juvenile Division is:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Captain	1	0	0	1
Lieutenant	0	1	0	1
Investigators	7	3	0	10
Civilians	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total	9	4	0	13

- The lieutenant on the second shift is underutilized. The volume of incoming calls is low after 8:00 pm. Other administrative duties are not sufficient to justify a lieutenant's time between 8:00 pm and midnight.

RECOMMENDATIONS

- Realign lieutenant work schedule from 4:00 pm - midnight to noon to 8:00 pm.
- Reevaluate staffing level once workloads are equalized.

RACINE POLICE DEPARTMENT
JUVENILE

OPERATIONS

FINDINGS

- The Juvenile Division has adequate office space; however, poor office design layout has resulted in a very large waiting room while the work area is congested. In addition, the captain's office is used as a hallway caused by poor traffic flow design.
- Assignments of cases is based upon an informal category system which tends to skew the workload for investigators (range: 8-27 cases) - Exhibit II-13.
- Approximately 50-60% of the active cases are over 30 days old (Exhibit II-14).
- "Alumni file" (records of former juveniles) are maintained in active file drawers; however, utilization is limited.
- With reduction of CSO program, juvenile investigators are serving subpoenas.
- Investigator in-service training is limited.
- No management reports which compare investigator workloads and performance at regular intervals is utilized. In addition, current crime data is not available for analysis.

RACINE POLICE DEPARTMENT
JUVENILE

OPERATIONS

RECOMMENDATIONS

- Modify current floor plan to reduce waiting room area and add office space to alleviate over crowded investigator offices (under \$1,000) - Exhibit II-15. In addition, modify traffic flow pattern through captain's office by constructing connecting doorway to hall.
- Assign cases based on actual investigator workloads developed from more effective case management.
- Review all cases after 30 days to assure that inactive cases are dormant.
- Establish system for monitoring investigator performance and workload, to provide management control of investigative function.
- Transfer inactive "alumni" files to records storage.
- Utilize civilians to serve subpoenas.
- Establish an in-service investigator training program for new investigators and additional training for more experienced investigators.

RACINE POLICE DEPARTMENT
INTELLIGENCE

STAFFING AND OPERATIONS

FINDINGS

- The current staffing level of the Intelligence Division is:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Lieutenant	1	0	0	1
Investigators	2	4	0	6
Civilians	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total	4	4	0	8

- The major activity of the Intelligence Division is narcotics (75%). Other activities include investigations dealing with gambling, prostitution, and subversives.
- The Division maintains an informant fund (\$2,500) which is utilized to make contact with known sellers. Present spending rates indicate that nearly \$5,000 would be required for calendar year 1976. The Division was responsible for 117 narcotics related arrests in 1975 as compared to 154 in 1974.
- "Closed" narcotics files are rarely referenced or utilized.
- An instance was noted that the policy of one man cars for certain investigative contacts was not followed.
- Several investigators have transferred to other divisions. Keys to security files may exist outside Division.

RECOMMENDATIONS

- Work with the City Finance Director to increase the size of the informant fund from \$2,500 to \$5,000.
- "Closed" narcotics files should be transferred to the Records Bureau.
- One man car policy should be reaffirmed to expand coverage where possible.
- Change locks for narcotic and subversive files for increased security. Establish key control system to be assured all keys issued to investigators are returned before leaving the unit.

ADMINISTRATION RELATED ACTIVITIES

- Records and Identification
- Court
- Community Relations
- Training
- Planning and Research
- Front Counter

RACINE POLICE DEPARTMENT
RECORDS AND IDENTIFICATION DIVISION

STAFFING

FINDINGS

- The current staffing for the Records Division is as follows:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Lieutenant	1	1	0	2
Sergeant	0	0	1	1
Patrolman	1	1	0	2
Clerk/Typist	4	4	1	9
Transcriber	<u>1</u>	<u>1</u>	<u>2</u>	<u>4</u>
Total	7	7	4	18

- All records and identification personnel are assigned to rotating shifts.
- Civilian personnel have an overlap (half-hour or hour) between shifts which affects overall productivity.
- All sworn officer position(s) could be effectively replaced with lower paid civilian positions if proper training is provided (i.e., fingerprint analysis and identification, statistics, records management techniques, etc.).
- Peak workload period 8:00 pm - 11:00 pm could utilize additional transcriber position.

RACINE POLICE DEPARTMENT
RECORDS AND IDENTIFICATION DIVISION

STAFFING

RECOMMENDATIONS

- Replace current staggered civilian shift schedules as follows to provide an additional block of time available for clerical activity:

<u>Shift</u>	<u>Present Hours</u>	<u>Proposed Hours</u>	
1	6:30 am - 3:00 pm	6:30 am - 3:00 pm	
2	3:00 pm - 11:30 pm	3:00 pm - 11:30 pm	
3	10:30 pm - 7:00 am	10:00 pm - 6:30 am	
	1/2 and 1 hour overlap over three shifts	1 1/2 hour overlap over two shifts	} A larger block of time is available for clerical activity

- In addition, replace clerk/typist position with additional transcriber position on third shift.
- Move start time for one transcriber on 3rd shift back to 8:00 pm to work the transcriptions before a significant backlog builds.
- Replace sworn officers with lower paid civilian positions. Adequate training of these civilians must be provided. As an alternative, one lieutenant could replace suggested civilian manager position:

	<u>Current Staffing</u>		<u>Proposed Staffing</u>	
Lieutenant	(2) \$34,000	Manager	(1) \$16,000	
Sergeant	(1) 14,000	Ass't. Mgr.	(2) 26,000	
Patrolman	(2) 27,000	Statistician	(1) 12,000	
		Ident. Support	(1) 11,000	
	<u>\$75,000</u>		<u>\$65,000</u>	<u>\$10,000 Savings</u>

RACINE POLICE DEPARTMENT
RECORDS AND IDENTIFICATION DIVISION

OPERATIONS

FINDINGS

- The volume of transcriptions peaks near the end of each shift causing backlogs and delayed processing.
- The incident reports from the 3rd shift dispatch are delivered in batches (15-20 or more) at two to three hour intervals causing delayed processing.
- The stipulation hard copy file is rarely utilized. Duplicate files exist with the court and in Madison.
- The location of desks is near the open front desk causing continuous distractions for clerk/typists.
- Dossier checks require one reference to the master name card file and the following additional steps:
 - . Pull and refile mugshots
 - . Index fingerprint identification code
 - . Pull and refile fingerprints
 - . Index arrest name card file
 - . Pull and refile arrest report file ("rap sheets")

} 8 Additional Steps

RACINE POLICE DEPARTMENT
RECORDS AND IDENTIFICATION DIVISION

OPERATIONS

RECOMMENDATIONS

- Issue guidelines to patrol officers, detectives and juvenile investigators reaffirming the advantage of calling in reports during the shift as opposed to near the end of the shift.
- Require incident reports from dispatch to be delivered to Records at least once every hour.
- Eliminate the stipulation hard copy file.
- Redesign the front counter area in Records:
 - . Move one of the clerk typist desks towards the rear of the Records area
 - . Build counter windows and erect semi-privacy glass to reduce distractions and provide more organized service to citizens and sworn officers (under \$1,000)
- Consolidate files to provide complete dossier file. The number of filing steps would be reduced from 9 steps to 3 steps:
 - . Reference master name card
 - . Pull and refile dossier } 3 Steps

CONTINUED

1 OF 3

RACINE POLICE DEPARTMENT
COURT DIVISIONSTAFFING AND OPERATIONSFINDINGS

- The current staffing for the Court Division includes:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Captain	1	0	0	1
Sergeant	1	0	0	1
Patrolmen (warrants)	2	1	0	3
Patrolmen (court)	4	0	0	4
Clerk/Typist	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total	9	1	0	10

- Court overtime is not excessive (Exhibit II-16).
- Under the present procedure, if a patrol officer asks for "wants and warrants" on an individual, the officer cannot radio the front counter direct. He must call the dispatch room who telephones the front counter.
- Warrants are worked by name (alpha) and date. No emphasis is made to concentrate on individuals with many outstanding warrants or individuals wanted for serious crimes.
- No priority system has been established to work commitments.
- Warrant officers are responsible for drivers license and license plate confiscations and also function as a collection agent for checks issued to the City which are "NSF".
- A large backlog of warrants requires clerical coding input to the CIB.
- Warrant officers utilize one marked and one unmarked car.
- No formalized checklist exists for court officers to aid in scheduling witnesses, sworn officers and evidence availability.
- Dismissal form has been implemented which minimizes risk of dismissal errors. Requires review by court captain, city attorney, and judge.

RACINE POLICE DEPARTMENT
COURT DIVISION

STAFFING AND OPERATIONS

RECOMMENDATIONS

- Replace court captain with court lieutenant position through attrition (savings \$2,200). Number of men in unit nor overall responsibilities require captain's grade.
- Install direct radio link to front counter for "wants and warrants" requests. This will reduce response and processing time.
- Establish priority systems for warrants and commitments:
 - . Warrants: Felony vs. misdemeanor charges, number, etc.
 - . Commitments: Potential dollar volume
- Civilians should be utilized to:
 - . Serve subpoenas
 - . Confiscate drivers licenses and license plates
 - . Collect for checks issued to the City which are "NSF"
- Utilize additional clerical time (see front desk recommendations) to reduce CIB backlog.
- Add one unmarked unit to warrant officers while transferring the marked squad to patrol.
- Establish formalized checklist to aid court officer case coordination.
- Continue utilization of dismissal form to control inadvertant dismissals.

RACINE POLICE DEPARTMENT
COMMUNITY RELATIONS

STAFFING AND OPERATIONS

FINDINGS

- The current staffing of the Community Relations Division is:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Lieutenant	1	0	0	1
Community Relations Officer	2	0	0	2
Officer Friendly Program	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>
Total	5	0	0	5

- Community Relations Officers ride together because only one car is available.
- Approximately 300 incidents were handled in 1975 which included such types of assistance as civil and neighbor trouble, trouble with juveniles, landlords, etc.
- During the first three months of 1976, the number of incidents handled has been approximately 40 as compared to 60 during the first three months of 1975.
- The Officer Friendly Program is dependent on a vehicle donated on a three month continuing basis from the local AMC dealership.
- The Community Relations Division has not been given a specific set of guidelines which outline activities and responsibilities.
- The Division work area is extremely congested with 4 sworn officers sharing a desk in the lieutenant's office.
- Approximately 20% of the officers responding to the survey indicated that the Community Relations Division was the least cooperative (see Appendix A). It was noted during personal interviews that few officers knew what the responsibilities of the Division were.

RACINE POLICE DEPARTMENT
COMMUNITY RELATIONS

STAFFING AND OPERATIONS

RECOMMENDATIONS

- Provide increased community relations officer coverage by:
 - . Establishing weekend coverage
 - . Staggering shift coverage (8:00 am - 4:00 pm and noon - 8:00 pm)
- Establish and distribute a specific set of written guidelines and objectives for the Community Relations Division. The chief, Division lieutenant, internal legal advisor, and representative from Mayor's Office and Common Council should be responsible for establishing these guidelines and objectives.
- Prepare alternative plan if local AMC dealership revokes agreement for officer friendly vehicle.
- Investigate alternative office areas to relieve office congestion.
- Communicate Division responsibilities and activities to other sworn officers:
 - . Lateral training (if provided in new Association contract)
 - . Recent Division activities/related capability
 - . Responsibilities (i.e., civil incidents, etc.)
- After Division responsibilities and activities have been communicated (6 month period), review unit utilization for staffing changes.

RACINE POLICE DEPARTMENT
TRAINING DIVISION

STAFFING AND OPERATIONS

FINDINGS

- The current staffing of the Training Division is 1 sergeant, 1 patrolman, and 1 civilian assistant.
- Only \$4,800 has been budgeted for training about 210 sworn officers. This represents an expenditure of less than \$23 per man.
- When sworn officers attend classes funded by the state or federal government, the expenditure is subtracted from the police training budget; however, the state or federal reimbursement flows back to the City's general fund. The reimbursement is not credited to the police training account.
- Approximately 75% of the sworn officers are without current reference materials which are basic to police patrol and criminal investigation. In addition to these basic materials, the officer does not have a ready reference on City of Racine police policies:

. Criminal Investigation Handbook	\$4.00	}	or about \$3,300
. Boyles Criminal Law	6.00		
. Physical Evidence Handbook	2.25		
. Motor Vehicle Identification Guide	5.00		
. Traffic Template	3.75		
- A technical library on criminal law, investigation and police theory does not exist.
- About 15% of the sworn officers had no training during 1975. These officers were primarily in the Detective, Juvenile, Court and Community Relations Divisions.
- The indoor range is a health hazard. High concentrations of lead have been found in the range officer caused by the faulty ventilation system. A modified ventilation system has been recently installed; however, lead levels have not been reduced significantly.
- A skills inventory system has not been established which could be utilized during crisis situations, promotion considerations, educational priorities, etc.
- Specific training subjects are urgently required for experienced officers based on educational priorities and crime trends.

RACINE POLICE DEPARTMENT
TRAINING DIVISION

STAFFING AND OPERATIONS

RECOMMENDATIONS

- Investigate possibility of crediting tuition refunds from state and federal agencies to the police training account.
- Increase the training budget:
 - . Increased funding through state and federal grants - one time commitments to quality
 - . Increased funding through city finances - continuing commitment to quality
- Purchase basic police patrol and criminal investigation handbooks and materials for all sworn officers (cost \$3,300). In addition, start a police technical library or investigate alternatives such as "free instructor" copies, public library or privileges from state technical library.
- Write a procedures and policy manual specifically covering Racine Police Department policies which can be carried with the patrol officer.
- Establish a skills inventory system through the use of punched IBM cards utilizing police sorter.
- Continually monitor lead levels of range personnel. Utilize outdoor range as weather permits and rotate range officers for indoor range.
- Provide training in urgently required areas (see Exhibit II-17 for cost estimate):
 - . Supervision and leadership
 - . Investigation
 - . Management control and reporting
 - . Incident psychology
 - . Crime prevention
 - . Crime analysis
- Utilize the lateral training provision in the proposed union contract to cross-train individuals in multiple disciplines to allow future flexibility in assignments.

RACINE POLICE DEPARTMENT
 PLANNING AND RESEARCH

STAFFING AND OPERATIONS

FINDINGS

- The current staffing for the Planning and Research Division is as follows:

	<u>Shift 1</u>	<u>Shift 2</u>	<u>Shift 3</u>	<u>Total</u>
Sergeant	1	0	0	1
Patrolman - Crime Prev.	1	0	0	1
Keypunch Operator	2	0	0	2
Clerk/Typist	1	0	0	1
Printer	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total	6	0	0	6

- The senior keypunch operator works directly with the Records Division and is physically separated from Planning and Research.
- The Planning and Research Division has made several one time studies in the area of crime analysis; however, no continuing effort has been planned or maintained:
 - . Timely and useful data has not been distributed
 - . Manpower and supplies are not available
 - . \$86,000 grant is currently being written for crime analysis and prevention
- No specific overall plan has been developed for obtaining funds for priority programs or equipment.
- The crime prevention officer has a requirement for a car during the day; however, he does not have a vehicle priority.
- The crime prevention officer has a budget of \$400 - \$500 for all crime prevention activities including the 15 ongoing programs. Specific needs in this area include demonstration materials (door locks, etc.) and audio-visual equipment.
- The Planning and Research Division is responsible for investigating potential mechanization and computerization of manual activities. However, evaluation and coordination of data processing requirements within the City has been limited.

RACINE POLICE DEPARTMENT
PLANNING AND RESEARCH

STAFFING AND OPERATIONS

RECOMMENDATIONS

- Transfer senior keypunch operator to Records Division. Utilize Planning and Research personnel to substitute for senior key-punch operator when on vacation.
- Establish crime analysis unit initially staffed with three sworn officers. Requirement for sworn officers should be reevaluated after 12 months (i.e., potential for civilian personnel) (Cost: \$45,000). This unit will be responsible for the:
 - . Preparation and distribution of timely and useful data to patrol and investigative bureaus
 - . Utilization of personnel in conjunction with crime prevention
 - . Analysis of crime trends and development of plans to combat crime on a daily, weekly, and monthly basis
 - . Concentration on analysis of serious crimes, such as homicide, rape, assault, armed robbery, and burglary
- Develop overall plan for examining needs, setting priorities, and determine alternative funding arrangements.
- Utilize in-house attorney car during day shift for crime prevention activities to eliminate requirement for additional car.
- Increase the crime prevention budget to include specific needs for demonstration materials and audio visual equipment. Outstanding grant application (if approved) would improve situation considerably.
- Investigate various cost effective alternatives for mechanization and computerization of manual activities:
 - . Upgrade city system
 - . In-house system through LEAA funding
 - . Utilization of nearby systems
 - . Consolidation of county requirements

Potential applications would include records mechanization, crime analysis systems and optimum deployment simulations

RACINE POLICE DEPARTMENT
FRONT COUNTER AREA

STAFFING AND OPERATIONS

FINDINGS

- The current staffing at the front counter is as follows:

	Shift 1 6:30am-3:00pm	Shift 2 2:30pm-11:00pm	Shift 3 10:30pm-7:00am	Total
Lieutenant	1*	0	0	1
Counter Clerks	3	3	1	7
Other Clerks	<u>4</u>	<u>0</u>	<u>0</u>	<u>4</u>
Total	8	3	1	12

*Works from 8am-4pm

- The current shift schedules overlap with the following shift by 1/2 hour. This time span is too small to be utilized effectively.
- Ticket payment and cash controls are good. Cash receipts are balanced to paid tickets and cash register tape on daily basis.
- Ticket payment window is utilized for H-unit distribution causing lost clerical time.

RECOMMENDATIONS

- Change shift starting times as follows to provide extra clerical productive time:

Shift	Present Time	Proposed Time	
1	6:30am - 3:00 pm	6:30am - 3:00pm	} 3 hours of additional productive time/day
2	2:30pm - 11:00 pm	1:30pm - 10:00pm	
3	10:30pm - 7:00 am	10:00pm - 6:30am	

- Require all patrol H-units to be distributed by shift administrative sergeant instead of utilizing ticket payment window.

RACINE POLICE DEPARTMENT
PATROL FUNCTION

DISPATCHED CALLS PER SQUAD AREA

SHIFT 1			SHIFT 2			SHIFT 3		
SQUAD AREA	AVG. CALLS/SHIFT DAY	SERVICE CALL HRS.	SQUAD AREA	AVG. CALLS/SHIFT DAY	SERVICE CALL HRS.	SQUAD AREA	AVG. CALLS/SHIFT DAY	SERVICE CALL HRS.
1	2.8	1.2	1	3.9	1.6	1	2.1	.9
2	3.6	1.5	2	5.0	2.1	2	3.8	1.6
3	4.3	1.8	3	4.0	1.7	3	2.4	1.0
4	2.6	1.1	4	4.3	1.8	4	3.2	1.3
5	2.6	1.1	5	4.4	1.8	5	2.2	.9
6	4.0	1.7	6	5.5	2.3	6	3.0	1.3
7	3.5	1.5	7	2.5	1.0	7	3.7	1.5
8	3.0	1.3	8	4.4	1.8	8	1.2	.5
9			9	4.1	1.7	9	2.4	1.0
10			10	3.1	1.3	10	1.8	.8
TOTAL	26.4	11.2	TOTAL	41.2	17.1	TOTAL	25.8	10.8
DEPLOYMENT FACTOR		1.8	DEPLOYMENT FACTOR		1.9	DEPLOYMENT FACTOR		1.5
REQUIREMENT		20.2	REQUIREMENT		32.5	REQUIREMENT		16.2
STANDARD		20.0	STANDARD		27.5	STANDARD		25.0
VARIANCE		+ 0.2	VARIANCE		+ 5.0	VARIANCE		- 8.8
STAFFING CHANGE	<u>NO CHANGE</u>		STAFFING CHANGE	<u>+ 4 PATROLMEN</u>		STAFFING CHANGE	<u>- 6 PATROLMEN</u>	

TOUCHE ROSS & CO.

EXHIBIT II-2

II-39

RACINE POLICE DEPARTMENT
PATROL TIME UTILIZATION STANDARDS

<u>ACTIVITY</u>	<u>ACTUAL UTILIZATION*</u>	<u>ACCEPTED STANDARD**</u>	
		<u>PERCENTAGE OF TIME</u>	<u>HOURS/UNIT</u>
CALLS FOR SERVICE	30%	31%	2.5
PATROL	54%	59%	4.7
ADMINISTRATION	16%	10%	.8
	100%	100%	8.0

*Based on a study of incident calls dispatched

**Generally accepted utilization standard on which patrol unit requirements are computed

TOUCHE ROSS & CO.

EXHIBIT II-2.1

II-40

RACINE POLICE DEPARTMENT
 COMPUTATION OF
 AVERAGE AVAILABLE CAPACITY
 OF
PATROLMEN

	<u>HOURS</u>
TOTAL AVAILABLE HOURS (one shift, seven days per week)	2920
LESS HOURS OFF:	
LEAVE AND HOLIDAY	972
VACATION	94
SICK	96
GUN RANGE	12
OTHER	48
TOTAL HOURS OFF	1222
NET AVAILABLE TIME	1698
UTILIZATION	58.2%
RELIEF FACTOR*	1.72

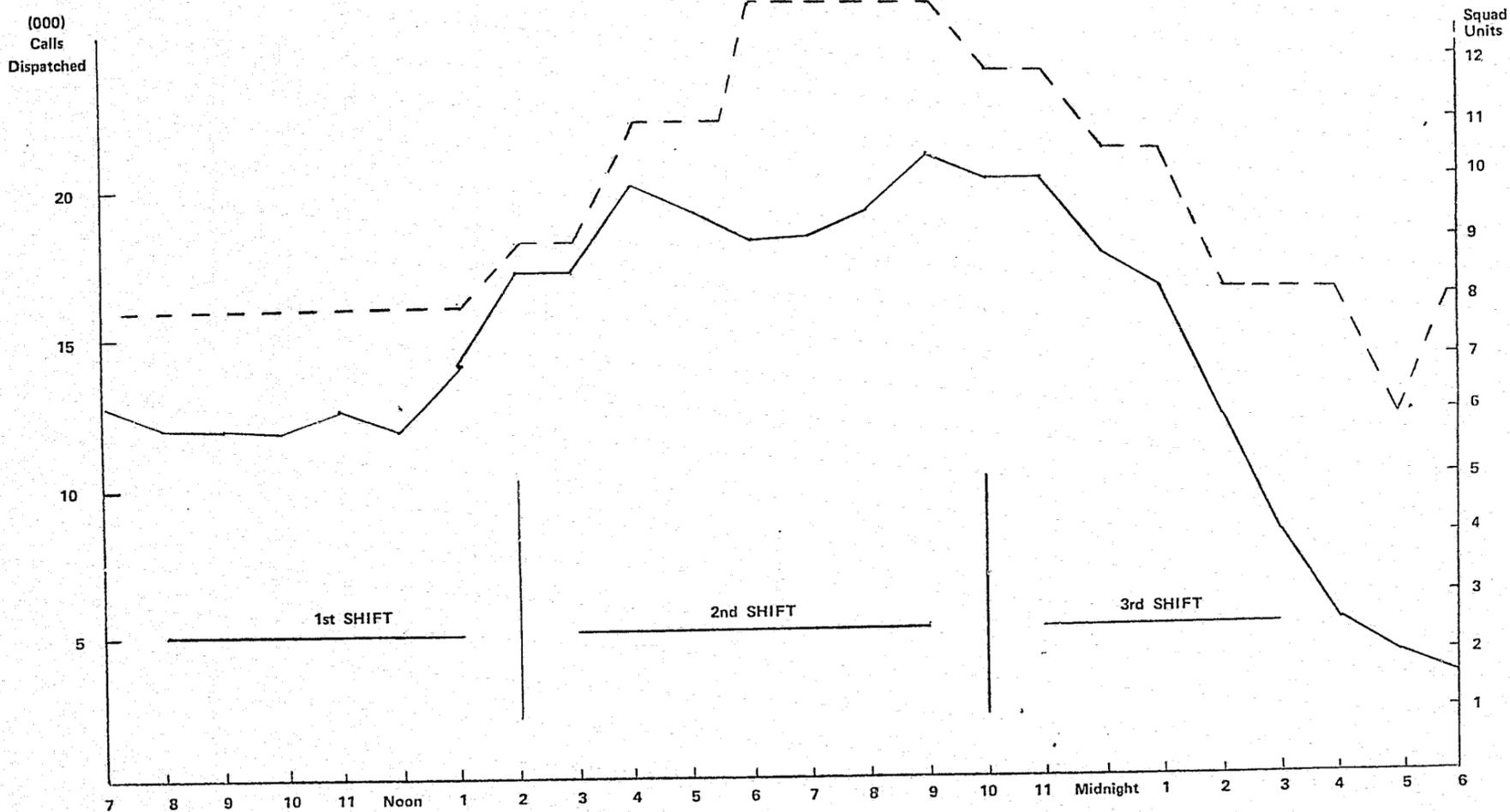
* Number of patrolmen required to staff one position, 8 hours per day, 365 days per year

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EXHIBIT II-2.2

II-41

RACINE POLICE DEPARTMENT
 PATROL FUNCTION
EXAMPLE OF PEAK STAFFING



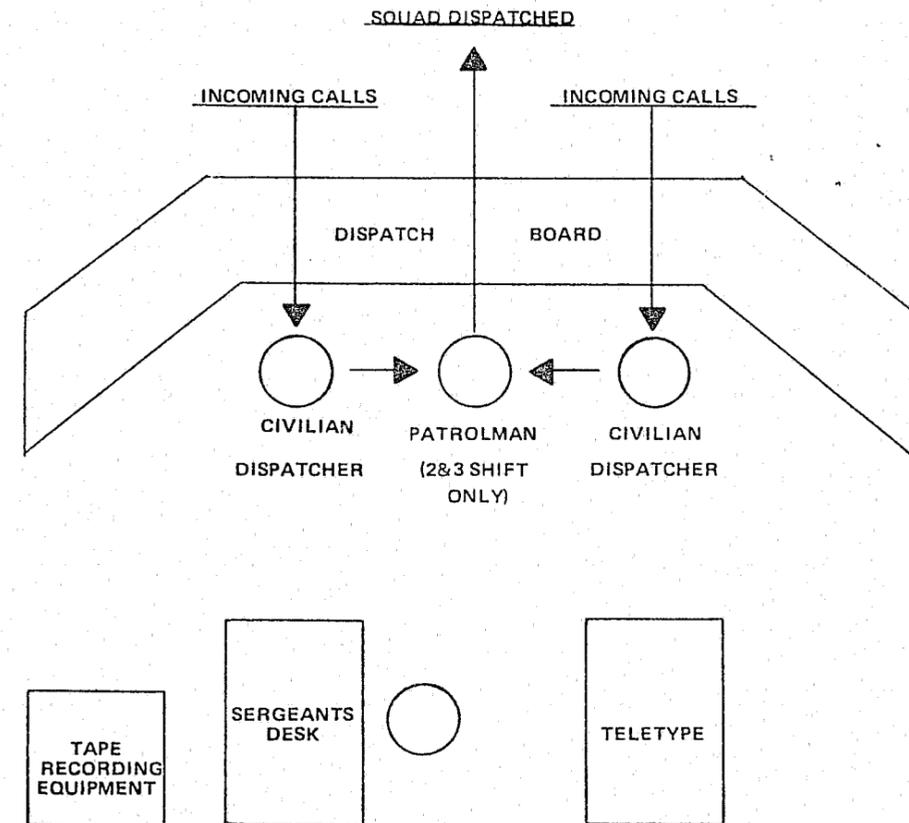
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EXHIBIT II-3

II-42

RACINE POLICE DEPARTMENT

DISPATCH ROOM LAYOUT

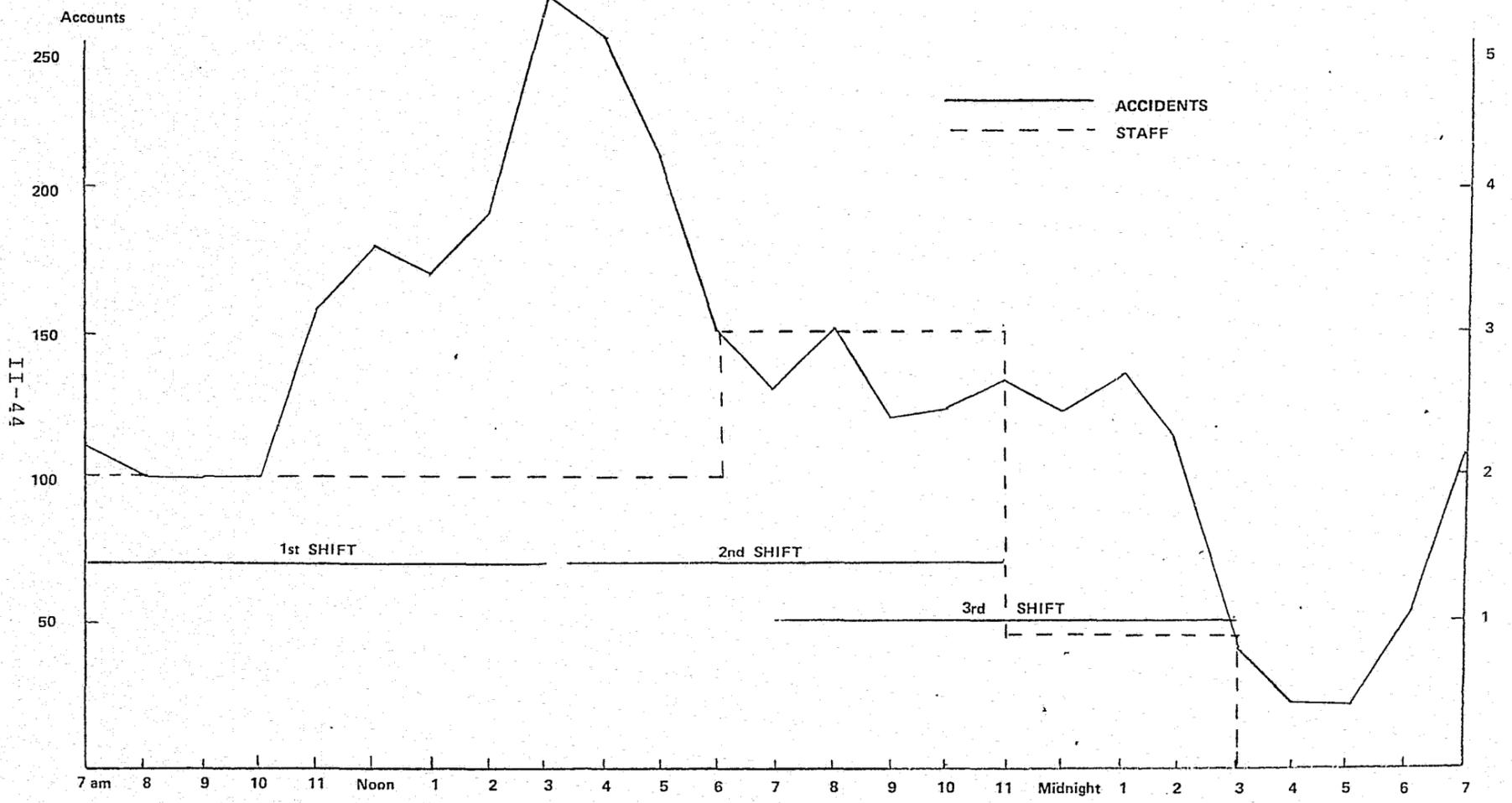


DISPATCH RESPONSIBILITIES

- Receive all incoming calls
- Prepare and type incident list
- Dispatch cars
- Note status of cars
- Communicate with surrounding police departments
- Communicate with City services: fire, EMS and DPW
- Monitor alarm systems
- Notify towing service, if accident
- Maintain civil defense communications

RACINE POLICE DEPARTMENT
TRAFFIC DIVISION

ACCIDENTS VS. STAFFING BY TIME OF DAY



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EXHIBIT II-5

RACINE POLICE DEPARTMENT
TRAFFIC DIVISION

KEY WORKLOAD ELEMENTS ANALYSIS

<u>MONTH</u>	<u>HIT AND RUN ACCOUNTS INVESTIGATED</u>	<u>P.D./P.I. AND OTHER INVESTIGATIONS</u>	<u>CITATIONS AND ARRESTS</u>
JANUARY	145	77	71
FEBRUARY	156	69	71
MARCH	136	72	57
APRIL	129	68	45
MAY	159	67	73
JUNE	119	93	91
JULY	122	87	60
AUGUST	129	61	48
SEPTEMBER	101	64	38
OCTOBER	118	37	48
NOVEMBER	123	42	25
DECEMBER	171	50	51
TOTAL	1608	787	678
AVG. MONTH	134	66	56
PER MAN--MONTH	19	9	8
PER MAN--DAY	1	.5	.4

TOUCHE ROSS & CO.

EXHIBIT II-6

II-45

RACINE POLICE DEPARTMENT
ABANDONED CARS

WORKLOAD

<u>MONTH</u>	<u>COMPLAINTS RECEIVED</u>	<u>TICKETS ISSUED</u>	<u>VEHICLES TOWED</u>	<u>VEHICLES SOLD</u>
JANUARY	340	66	21	
FEBRUARY	317	73	25	
MARCH	341	61	21	
APRIL	289	62	12	
MAY	261	38	13	
JUNE	244	20	6	
JULY	185	39	11	
AUGUST	215	40	12	
SEPTEMBER	197	16	9	
OCTOBER	192	33	5	
NOVEMBER	209	35	11	
DECEMBER	381	92	17	
	<u>3171</u>	<u>575</u>	<u>163</u>	<u>150 Est.</u>
AVG./MANWEEK	20.3	3.7	1.0	

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EXHIBIT II-7

II-46

RACINE POLICE DEPARTMENT
ABANDONED CARS

COST/BENEFITS ANALYSIS

<u>REVENUES</u>	<u>CURRENT</u>	<u>PROPOSED</u>
TICKETS ISSUED - \$3 per	\$ 1,725	\$ 1,725
VEHICLES TOWED - \$25 per	4,075	4,075
SALE OF ABANDONED CARS - \$50 per	7,500	7,500
STORAGE FEES - \$3/day	1,500	1,500
TOTAL REVENUES	\$14,800	\$ 14,800
<u>EXPENSES</u>		
SWORN OFFICER SALARY/CIVILIAN	\$ 40,220	\$ 18,200
FRINGE BENEFITS - 25%/10%	10,055	1,820
TOWING SERVICE \$15 per	2,445	2,445
RENT ON LOT	5,400	5,400
TOTAL EXPENSES	\$ 58,120	\$ 27,865
NET INCOME (LOSS)	\$(43,320)	\$(13,065)
SAVINGS	Approximately \$30,000	

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EXHIBIT II-8

RACINE POLICE DEPARTMENT
CURRENT VS. RECOMMENDED VEHICLE REQUIREMENTS

	CURRENT			RECOMMENDED			DIFFERENCE
	MARKED	UNMARKED	TOTAL	MARKED	UNMARKED	TOTAL	
PATROL - SQUADS	14	0	14	18	0	18	+4
WAGONS	2	0	2	2	0	2	
DETECTIVES	0	8	8	0	8	8	
JUVENILE	0	5	5	0	5	5	
INTELLIGENCE	0	2	2	0	2	2	
ABANDONED CAR	1	1	2	0	1	1	-1
TRAFFIC INVESTIGATORS	2	0	2	2	0	2	
WARRANT SQUAD	1	1	2	0	2	2	
COMMUNITY RELATIONS	0	2	2	0	2	2	
UTILITY TRUCKS AND VANS	4	0	4	4	0	4	
LEGAL CAR/CRIME PREV.	0	1	1	0	1	1	
SURVEILANCE	0	1	1	0	1	1	
TRIP CAR	0	1	1	0	1	1	
TOTAL	<u>24</u>	<u>22</u>	<u>46</u>	<u>26</u>	<u>23</u>	<u>49</u>	<u>+3</u>

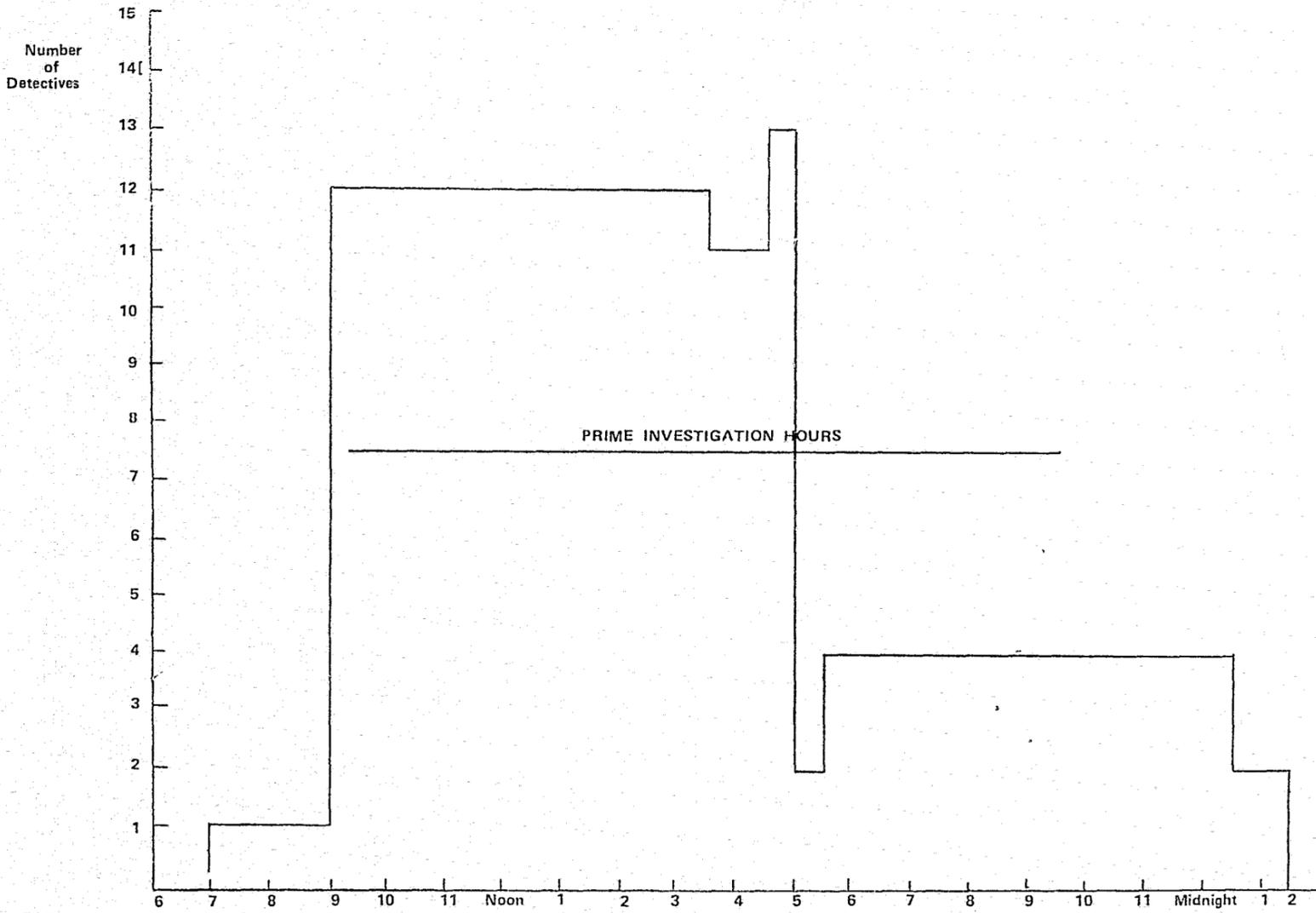
II-48

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EXHIBIT II-9

RACINE POLICE DEPARTMENT
DETECTIVES

STAFFING BY HOUR OF DAY



II-49

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EXHIBIT II-10

RACINE POLICE DEPARTMENT
DETECTIVES

ACTIVE CASE LOAD

<u>DETECTIVE</u>	<u>CRIME AGAINST PERSON</u>	<u>CRIME AGAINST PROPERTY</u>	<u>TOTAL ACTIVE CASE LOAD</u>
1	3	30	33
2	7	0	7
3	25	1	26
4*	4	0	4
5	16	2	18
6	33	25	58
7	1	38	39
8	6	2	8
9	1	26	27
10	2	13	15
11	0	8	8
12	0	37	37
13	0	9	9
14	0	18	18
15	1	47	48
16	0	39	39
17	0	48	48
18	0	20	20
TOTAL	99	363	462
AVERAGE			27
RANGE			7-58

* Court Liaison Function

TOUCHE ROSS & CO.

EXHIBIT II-11

II-50

RACINE POLICE DEPARTMENT
DETECTIVES

AGED CASE ANALYSIS FOR SELECTED CRIME TYPES

	DAYS SINCE CRIME OR INVESTIGATION				
	<u>1-10</u>	<u>11-20</u>	<u>21-30</u>	<u>31-60</u>	<u>61-120</u>
<u>CRIMES AGAINST PERSONS</u>					
ASSAULT	10	11	4	12	17
ARMED ROBBERY	6	2	6	6	11
WEAPONS	4	6	2	13	20
RAPE/SEX OFFENSE	3	2	3	2	5
OBSCENE CALLS	2	1	1	5	2
OTHERS	6	8	8	14	48
	<u>31</u>	<u>30</u>	<u>24</u>	<u>52</u>	<u>103</u>
<u>CRIMES AGAINST PROPERTY</u>					
BURGLARY	38	42	24	16	32
THEFT	72	72	59	47	93
FORGERY/W. CHECK, etc.	8	13	1	15	75
OTHERS	19	7	14	20	69
	<u>137</u>	<u>134</u>	<u>98</u>	<u>98</u>	<u>269</u>
TOTAL	168	164	122	150	372
%	17%	17%	13%	15%	38%

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EXHIBIT II-12

II-51

RACINE POLICE DEPARTMENT
JUVENILE

ACTIVE CASELOAD

<u>INVESTIGATOR</u>	<u>ACTIVE CASELOAD</u>
1	26
2	16
3	8
4	19
5	12
6	27
7	19
8	8
9	<u>20</u>
TOTAL	155
AVERAGE	17
RANGE	8-27

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EXHIBIT II-13

II-52

RACINE POLICE DEPARTMENT
JUVENILE

AGED CASE ANALYSIS FOR SELECTED CRIME TYPES

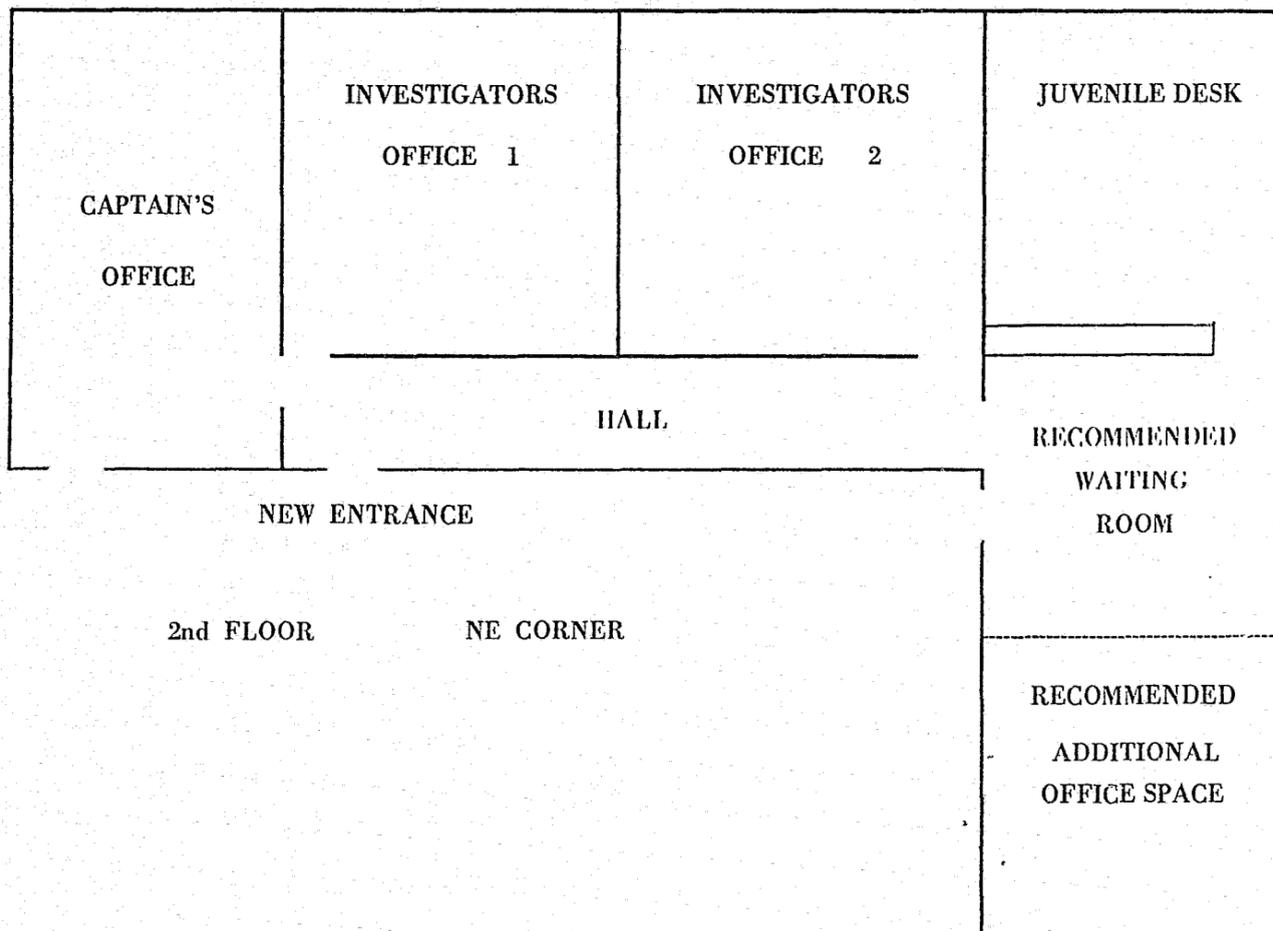
	DAYS SINCE CRIME OR INVESTIGATION				
	<u>1-10</u>	<u>11-20</u>	<u>21-30</u>	<u>31-90</u>	<u>91-150</u>
<u>CRIMES AGAINST PERSONS</u>					
WEAPONS	1	1	0	1	1
CHILD ABUSE	2	0	0	2	2
SEX OFFENSES	3	1	1	0	8
ROBBERY	2	0	2	1	4
ASSAULT	6	2	1	3	4
OBSCENE CALLS	1	0	0	2	1
OTHERS	7	5	3	18	14
TOTAL	22	9	7	27	34
<u>CRIMES AGAINST PROPERTY</u>					
THEFT	15	11	5	22	28
BURGLARY	7	8	1	6	12
FIRE/ARSON	3	1	0	0	1
VANDALISM	2	1	0	1	6
TOTAL	27	21	6	29	47
TOTAL	49	30	13	56	81
%	21%	13%	6%	24%	35%

11-53

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EXHIBIT 11-14

RACINE POLICE DEPARTMENT
JUVENILE
SUGGESTED FLOOR PLAN MODIFICATION



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EXHIBIT II-15

II-54

RACINE POLICE DEPARTMENT
COURT DIVISION

ANALYSIS OF COURT TIME

MONTH	COURT			DA/CA			TOTAL DEPT. OVERTIME	COURT OVERTIME PERCENTAGE
	OVERTIME	REGULAR	COMP.	OVERTIME	REGULAR	COMP.		
JANUARY	43.9	224.9	181.1	4.0	115.4	11.6	633.8	
FEBRUARY	79.8	316.8	206.2	6.0	59.1	15.5	454.8	
MARCH	90.9	329.7	185.7		82.3	8.0	435.9	
APRIL	73.1	308.7	258.9	16.3	69.7	11.8	334.6	
MAY	108.5	357.8	249.0	1.0	141.5	36.0	559.4	
JUNE	65.9	129.6	135.7	27.5	115.5	4.0	644.4	
JULY	55.1	227.1	223.0	1.3	95.5	47.0	795.3	
AUGUST	135.7	216.7	81.6	20.0	105.5	14.9	536.3	
SEPTEMBER	104.5	376.3	458.3	1.3	115.4	35.5	604.6	
OCTOBER	92.1	324.9	320.3	3.0	98.0	33.0	587.5	
NOVEMBER	67.3	380.1	355.9	2.9	110.0	16.0	468.3	
DECEMBER	232.5	429.5	403.5	8.5	145.4	42.3	588.4	
TOTAL	1149.3	3622.4	3059.2	91.8	1253.3	275.6	6643.3	19%
PERCENT	15%	46%	39%	6%	77%	17%		

OUT OF POCKET COST TO CITY

COURT OVERTIME HOURS X \$9.225/HR.	=	\$10,602
DA/CA OVERTIME HOURS X \$9.225/HR.	=	847
TOTAL OUT OF POCKET COST TO CITY		<u>\$11,449</u>

II-55

TOUCHE ROSS & CO.

EXHIBIT II-16

RACINE POLICE DEPARTMENT
COST OF URGENTLY REQUIRED TRAINING

<u>TRAINING AREA</u>	<u>NO. OF TRAINEES</u>	<u>EST. NO. OF HOURS</u>	<u>TOTAL HOURS</u>	<u>COST OF TIME</u>	<u>INSTRUCTOR & MATERIALS</u>	<u>ESTIMATED TOTAL COST</u>
SUPERVISION AND LEADERSHIP	70	10	700	\$ 7,000	\$1,500	
INVESTIGATION	40	20	800	8,000	1,500	
MANAGEMENT CONTROL AND REPORTING	20	20	400	4,000	1,000	
INCIDENT PSYCHOLOGY	120	10	1,200	12,000	2,500	
CRIME PREVENTION	120	5	600	6,000	1,000	
CRIME ANALYSIS	<u>5</u>	<u>20</u>	<u>100</u>	<u>1,000</u>	<u>500</u>	<u> </u>
			<u>3,800</u>	<u>\$38,000</u>	<u>\$8,000</u>	<u>\$46,000</u>

II-56

TOUCHE ROSS & CO.

EXHIBIT II-17

III. ORGANIZATION

RACINE POLICE DEPARTMENT

ORGANIZATION

FINDINGS (See Exhibit III-1)

- Three investigative units currently exist which have differing reporting relationships and cause difficulty in coordination of activities.
- Dispatch and the jail operations formally report to the inspector (administration); however, both units informally report to shift commander.
- The Records and Identification Division actually performs two functions: recordkeeping and fingerprint analysis. The identification unit works closely with the investigative bureaus while the records unit serves all police units.
- A crime analysis unit is required to effect the coordination of information between divisions and analyze criminal activity trends and plan specific anti-crime programs.
- The Community Relations Division currently reports to the police chief; however, the Division performs public relations programs, the officer friendly program, and community involvement activities which are administrative in nature.
- The Traffic Division is composed of units which could be better administered by other agencies in City government.

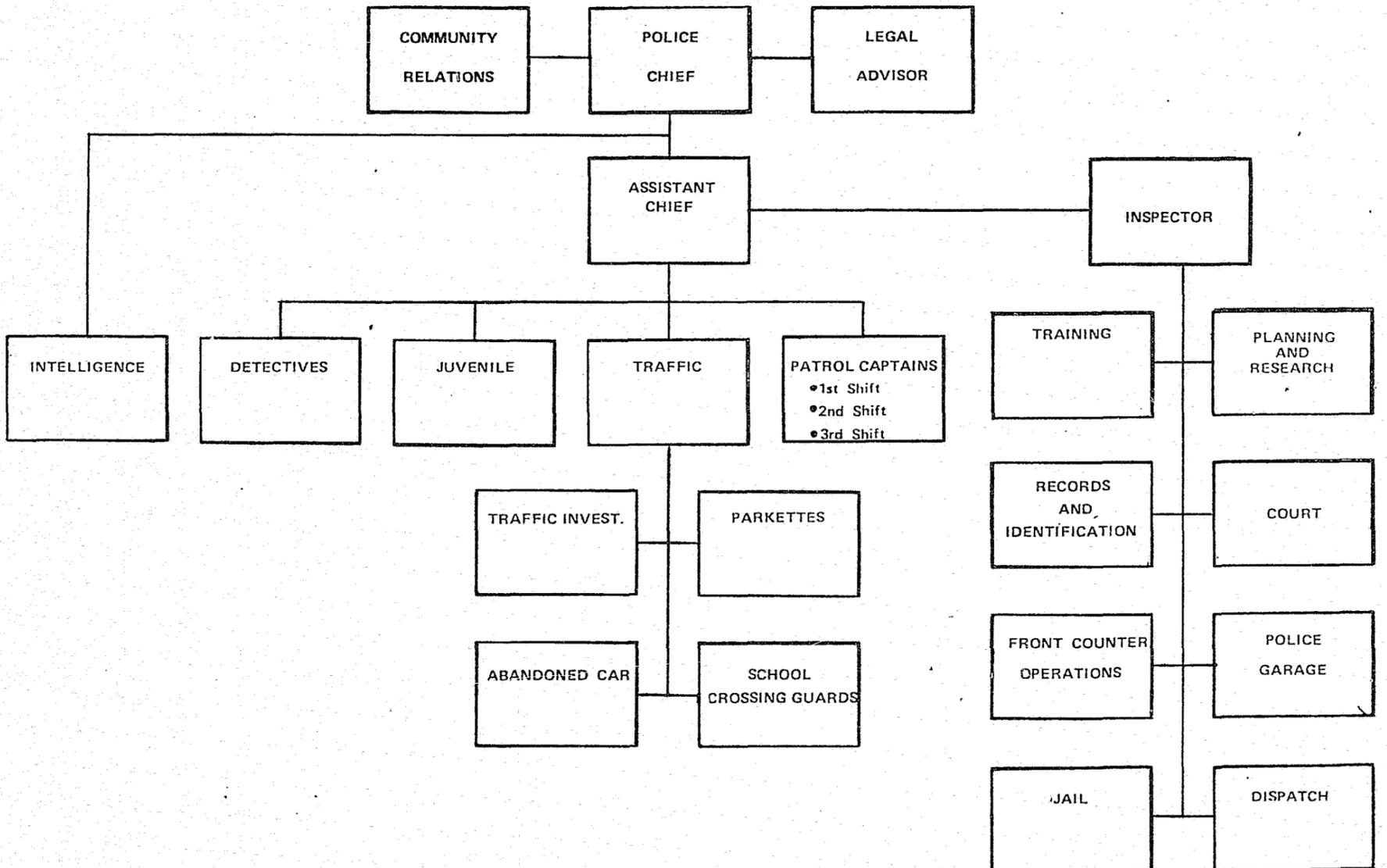
RACINE POLICE DEPARTMENT

ORGANIZATION

RECOMMENDATIONS (see Exhibits III-2 to III-4)

- Consolidate Detectives, Juvenile and Intelligence Divisions under one captain which will provide the proper communication and coordination between investigative functions.
- Transfer jail and dispatch personnel to patrol function to formalize the current informal reporting relationship. Coordination of maintaining jail and dispatch area policy will remain with the Inspector (Administration).
- Transfer the Identification Division to the investigative unit to better coordinate fingerprint analysis and identification with the detectives, juvenile and intelligence.
- Establish a crime analysis unit to coordinate information between investigative units and patrol. In addition, the unit is responsible for analyzing crime trends, distributing this information on a timely basis, and planning anti-crime programs and tactics.
- Move the Community Relations Division to the administration division. Many of the functions the unit presently performs complement activities such as training, front desk operations and crime prevention which report to the Inspector (Administration).
- Transfer Traffic Division functions which are more closely related to other divisions or City departments.
 - . Traffic investigators to Patrol Division
 - . Parkettes to Parking Commission
 - . School crossing guards to Unified School District
 - . (Optional) abandoned car detail to DPW or Parking Commission

RACINE POLICE DEPARTMENT
 CURRENT ORGANIZATION CHART



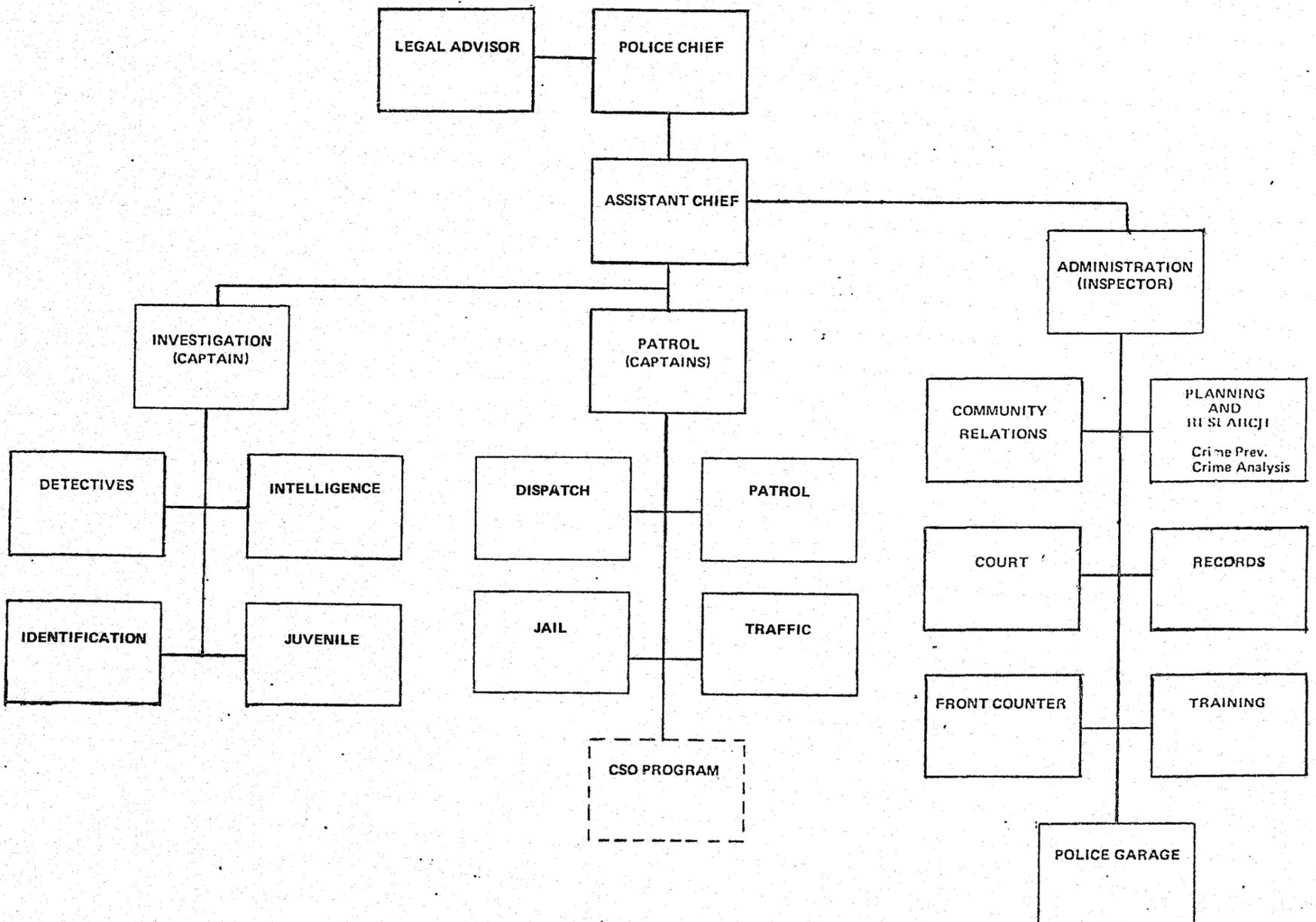
III-3

TOUCHE ROSS & CO.

EXHIBIT III-1

RACINE POLICE DEPARTMENT

RECOMMENDED ORGANIZATION CHART



III-4

TOUCHE ROSS & CO.

EXHIBIT III-2

RACINE POLICE DEPARTMENT
CURRENT VS. RECOMMENDED ORGANIZATION STRENGTH

POLICE UNIT	PERSONNEL LEVELS															
	COMMAND PERSONNEL	CAPTAINS	LIEUTENANTS	SERGEANTS/ INVESTIGATORS	ACCIDENT INVESTIGATORS	PATROLMEN	CIVILIANS	TOTAL								
CHIEF'S OFFICE	3	(3)	1	(0)				1	(1)	5	(4)					
PATROL		3	(3)	2	(3)	14	(16)	102	(102)	7	(10)	128	(134)			
TRAFFIC																
Traffic Investigation		1	(0)			1	(0)	7	(7)	3	(0)	10	(8)			
Abandoned Car										0	(2)	3	(2)			
Parkettes*										5	(0)*	5	(0)			
School Crossing Guards*										37	(0)*	37	(0)			
DETECTIVES		1	(1)	2		18	(17)			2	(2)	23				
JUVENILE		1		1		10	(10)			1	(1)	13				
INTELLIGENCE				1	(6)	6	(6)			1	(1)	8	(4)			
IDENTIFICATION				1		2	(0)	2	(0)	0	(4)	5				
RECORDS				1	(0)					13	(15)	14	(15)			
POLICE GARAGE						1	(1)			6	(6)	7	(9)			
DISPATCH								3	(0)	9	(9)	12	(9)			
COMMUNITY RELATIONS				1	(1)			4	(4)			5	(5)			
COURT		1	(0)	0	(1)	1	(1)	6	(6)	1	(1)	9	(9)			
TRAINING						1	(1)	1	(1)	1	(1)	3	(3)			
PLANNING AND RESEARCH						1	(1)	1	(4)	4	(3)	6	(8)			
ADMINISTRATION & FRONT DESK				1	(1)					11	(11)	12	(12)			
LEGAL ADVISOR										1	(1)	1	(1)			
TOTAL	3	(3)	8	(4)	10	(12)	55	(53)	7	(7)	122	(117)	101	(69)*	306	(265)

* Transfer to other city government departments

NOTE: Numbers in paranthesis represent recommended staffing

III-5

EXHIBIT III-3

RACINE POLICE DEPARTMENT
ANTICIPATED SAVINGS EXPECTED WITH REORGANIZATION

	<u>INCREMENTAL CHANGE</u>	<u>ESTIMATED SAVINGS (COST)</u>
COMMAND PERSONNEL	0	0
CAPTAINS	-4	\$ 90,000
LIEUTENANTS	+2	(42,500)
SERGEANTS/INVESTIGATORS	-2	36,200
ACCIDENT INVESTIGATORS	0	0
PATROLMEN	-5	81,200
CIVILIANS	<u>+10</u>	<u>(100,000)</u>
TOTAL	+1	<u>\$ 64,900*</u> SAVINGS

*Overall savings to the City of Racine

IV. APPENDICES

- A. Sworn Officer Survey Results
- B. Case Management Sample
Forms and Reports

A. SWORN OFFICER SURVEY RESULTS

**PATROL UNITS
QUESTIONNAIRE SUMMARY**

TOUCHE ROSS & CO.

**QUES. 1 IF YOU WERE THE CHIEF OF POLICE, WHAT CHANGES WOULD YOU RECOMMEND TO IMPROVE OPERATIONS?
NOTE: RESULTS WERE NOT TABULATED BECAUSE OF SUBJECTIVE NATURE OF QUESTION; HOWEVER, SUGGESTIONS FOR IMPROVEMENT WERE INCORPORATED INTO THE REPORT.**

QUES. 2 HOW WOULD YOU RATE PERSONNEL IN REFERENCE TO THE FOLLOWING ATTRIBUTES?

	Excellent		Good		Fair		Poor	
In-service Training	4	8%	10	20%	15	31%	19	39%
Rookie Training	4	8%	23	47%	17	35%	2	4%
Immediate Supervision	3	6%	16	33%	19	39%	11	22%
Quality of Personnel	4	8%	26	53%	12	24%	5	10%
Number of Personnel	5	10%	21	43%	13	27%	8	16%

QUES. 3 MOST COOPERATIVE UNITS:

Patrol	29%
Traffic	16%
Intelligence	12%

LEAST COOPERATIVE UNITS:

Detectives	30%
Juvenile	17%
Community Relations	13%

QUES. 4 RATE FACTORS COMPRISING PERSONNEL EVALUATION?

	Excellent		Good		Fair		Poor	
Quality	3	6%	14	28%	15	31%	14	29%
Frequency	3	6%	7	14%	13	27%	22	45%
Fairness/Consistency	2	4%	4	18%	15	31%	20	41%
Feedback	1	2%	5	10%	14	29%	27	55%
Writeup Disposition	1	2%	5	10%	19	39%	21	43%

QUES. 5

	Generally		Somewhat		Occasionally		Never	
Top Mgmt. lost touch with street situation	33	67%	11	22%	3	6%	2	4%
Mgmt. Policy implementation consistent	5	10%	5	10%	9	18%	29	59%
Mgmt. Decisions regarding discipline/promotion consistent	3	6%	3	6%	13	27%	29	59%

PATROL UNITS
QUESTIONNAIRE SUMMARY

QUES. 1 IF YOU WERE THE CHIEF OF POLICE, WHAT CHANGES WOULD YOU RECOMMEND TO IMPROVE OPERATIONS?
NOTE: RESULTS WERE NOT TABULATED BECAUSE OF SUBJECTIVE NATURE OF QUESTION; HOWEVER, SUGGESTIONS FOR IMPROVEMENT WERE INCORPORATED INTO THE REPORT.

QUES. 2 HOW WOULD YOU RATE PERSONNEL IN REFERENCE TO THE FOLLOWING ATTRIBUTES?

	Excellent		Good		Fair		Poor	
In-service Training	4	8%	10	20%	15	31%	19	39%
Rookie Training	4	8%	23	47%	17	35%	2	4%
Immediate Supervision	3	6%	16	33%	19	39%	11	22%
Quality of Personnel	4	8%	26	53%	12	24%	5	10%
Number of Personnel	5	10%	21	43%	13	27%	8	16%

QUES. 3 MOST COOPERATIVE UNITS:

Patrol	29%
Traffic	16%
Intelligence	12%

LEAST COOPERATIVE UNITS:

Detectives	30%
Juvenile	17%
Community Relations	13%

QUES. 4 RATE FACTORS COMPRISING PERSONNEL EVALUATION?

	Excellent		Good		Fair		Poor	
Quality	3	6%	14	28%	15	31%	14	29%
Frequency	3	6%	7	14%	13	27%	22	45%
Fairness/Consistency	2	4%	4	18%	15	31%	20	41%
Feedback	1	2%	5	10%	14	29%	27	55%
Writeup Disposition	1	2%	5	10%	19	39%	21	43%

QUES. 5

	Generally		Somewhat		Occasionally		Never	
Top Mgmt. lost touch with street situation	33	67%	11	22%	3	6%	2	4%
Mgmt. Policy implementation consistent	5	10%	5	10%	9	18%	29	59%
Mgmt. Decisions regarding discipline/promotion consistent	3	6%	3	6%	13	27%	29	59%

**INVESTIGATIVE UNITS
QUESTIONNAIRE SUMMARY**

TOUCHE ROSS & CO.

**QUES. 1 IF YOU WERE THE CHIEF OF POLICE, WHAT CHANGES WOULD YOU RECOMMEND TO IMPROVE OPERATIONS?
NOTE: RESULTS WERE NOT TABULATED BECAUSE OF SUBJECTIVE NATURE OF QUESTION; HOWEVER, SUGGESTIONS FOR IMPROVEMENT WERE INCORPORATED INTO THE REPORT.**

QUES. 2 HOW WOULD YOU RATE PERSONNEL IN REFERENCE TO THE FOLLOWING ATTRIBUTES?

	Excellent		Good		Fair		Poor	
In-service Training	0	0%	4	15%	5	19%	16	62%
Rookie Training	4	15%	11	42%	10	38%	1	4%
Immediate Supervision	2	8%	12	46%	7	27%	4	15%
Quality of Personnel	3	12%	15	58%	7	27%	1	4%
Number of Personnel	1	4%	13	50%	7	27%	4	15%

QUES. 3 MOST COOPERATIVE UNITS:

Juvenile	19%
Patrol	19%
Detectives	16%

LEAST COOPERATIVE UNITS:

Community Relations	30%
Records	12%
Intelligence	11%

QUES. 4 RATE FACTORS COMPRISING PERSONNEL EVALUATION?

	Excellent		Good		Fair		Poor	
Quality	0	0%	5	19%	8	31%	10	38%
Frequency	0		4	5%	6	23%	13	50%
Fairness/Consistency	0		4	15%	4	15%	13	50%
Feedback	0		2	8%	7	27%	13	50%
Writeup Disposition	0		2	8%	7	27%	12	46%

QUES. 5

	Generally		Somewhat		Occasionally		Never	
Top Mgmt. lost touch with street situation	8	31%	16	62%	2	8%	0	0%
Mgmt. Policy implementation consistent	1	4%	5	19%	9	35%	11	42%
Mgmt. Decisions regarding discipline/promotion consistent	1	4%	2	8%	3	12%	20	77%

**ADMINISTRATIVE UNITS
QUESTIONNAIRE SUMMARY**

**QUES. 1 IF YOU WERE THE CHIEF OF POLICE, WHAT CHANGES WOULD YOU RECOMMEND TO IMPROVE OPERATIONS?
NOTE: RESULTS WERE NOT TABULATED BECAUSE OF SUBJECTIVE NATURE OF QUESTION; HOWEVER, SUGGESTIONS FOR IMPROVEMENT WERE INCORPORATED INTO THE REPORT.**

QUES. 2 HOW WOULD YOU RATE PERSONNEL IN REFERENCE TO THE FOLLOWING ATTRIBUTES?

	Excellent		Good		Fair		Poor	
In-service Training	0	0%	1	6%	6	35%	5	31%
Rookie Training	2	13%	7	44%	2	13%	2	13%
Immediate Supervision	0	0%	4	25%	7	44%	3	19%
Quality of Personnel	0	0%	4	25%	7	44%	3	19%
Number of Personnel	3	19%	3	19%	5	31%	2	13%

QUES. 3 MOST COOPERATIVE UNITS:

Patrol	30%
Traffic	16%
Detectives	11%

LEAST COOPERATIVE UNITS:

Detectives	35%
Community Relations	19%
Juveniles	16%

QUES. 4 RATE FACTORS COMPRISING PERSONNEL EVALUATION?

	Excellent		Good		Fair		Poor	
Quality	0	0%	4	25%	3	19%	7	44%
Frequency	1	6%	1	6%	3	19%	9	56%
Fairness/Consistency	1	6%	3	19%	5	31%	5	31%
Feedback	0	0%	3	19%	3	19%	8	50%
Writeup Disposition	0	0%	4	25%	4	25%	6	38%

QUES. 5

	Generally		Somewhat		Occasionally		Never	
Top Mgmt. lost touch with street situation	7	44%	4	25%	1	6%	4	25%
Mgmt. Policy implementation consistent	3	19%	2	13%	2	13%	7	44%
Mgmt. Decisions regarding discipline/promotion consistent	3	19%	1	7%	4	27%	7	47%

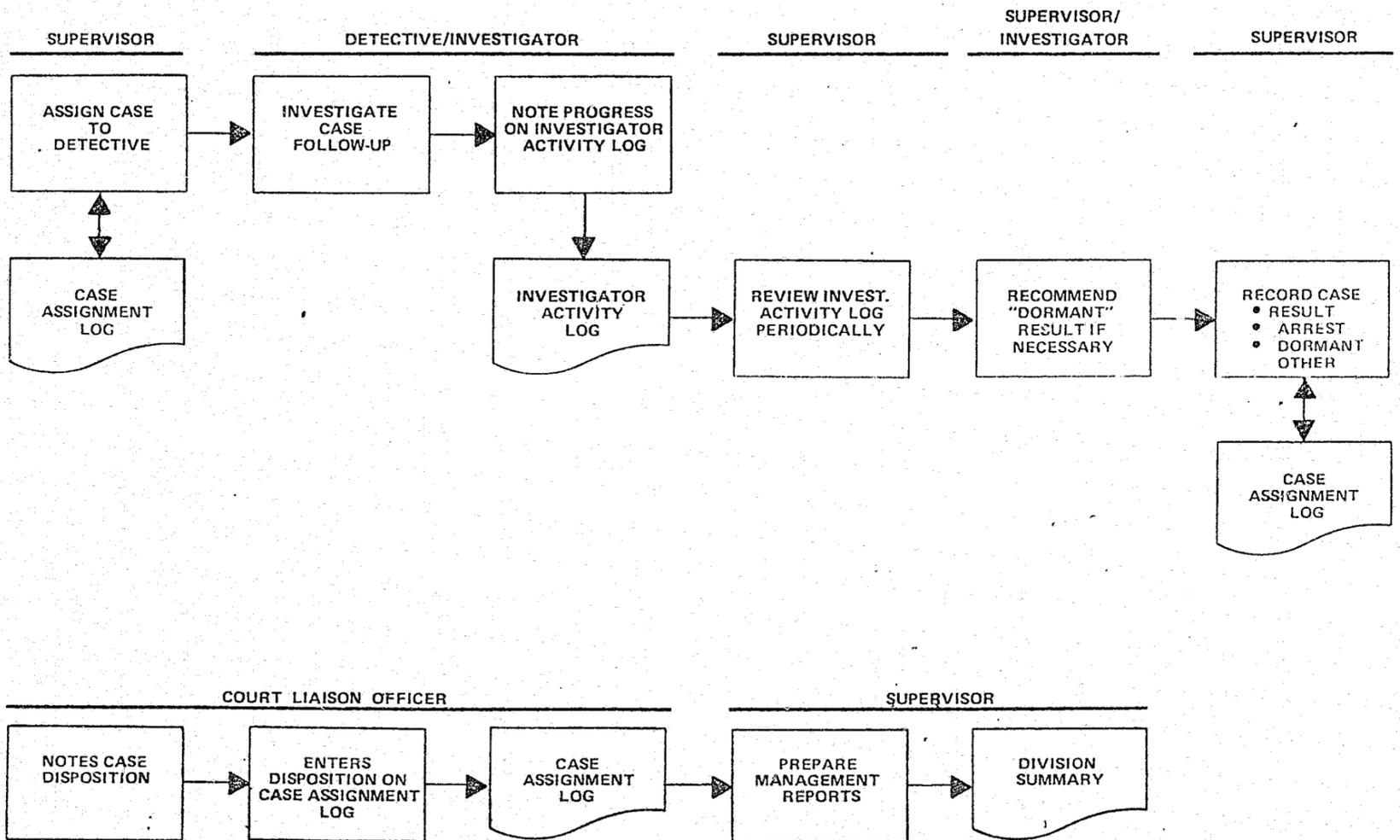
* 16 Respondents

TOUCHE ROSS & CO.

B. CASE MANAGEMENT SAMPLE FORMS AND REPORTS

RACINE POLICE DEPARTMENT

SUGGESTED CASE MANAGEMENT APPROACH



CONVICTIONS REPORT
BY OFFICER

OFFICER BADGE	OFFICER NAME	NO. OF INCIDENTS	NO. OF INCIDENTS WITH ARREST	NO. ARRESTS REFERRED TO COURT	GUILTY AS CHARGED		GUILTY REDUCED		DISMISSED		ACQUITTED		PENDING		TIME ARREST TO DISPOSITION	
					NO.	% OF ARRESTS	NO.	% OF ARRESTS	NO.	% OF ARRESTS	NO.	% OF ARRESTS	NO.	% OF ARRESTS	RANGE	MEAN

INVESTIGATOR STATUS REPORT

BADGE NO.	OFFICER ASSIGNED	CASELOAD BEGINNING OF MONTH	CASES ASSIGNED	CLOSED		UNFOUNDED		SOLVED		CASELOAD END OF MONTH	PERCENTAGE CHANGE IN CASELOAD	ACTIVITY HOURS						
				NO.	%	NO.		NO.	%			1	2	3	4	5		

MANAGEMENT STUDY COMMITTEE

RE: Meeting of March 1, 1976, at 5:15 PM of the Management Study Committee

At the meeting on March 1, 1976, the following members were

present: Mr. Earl Christianson
Sergeant Albert Hoffman
Alderman Tom Mortenson
Attorney Al Berndt
Alderman Ralph Henkes

absent: Attorney Wes Mueckler (ill)

guests: Mayor Stephen F. Olsen
Chief Donald J. Dodge
Mr. John Greening (Touche-Ross)
Mr. John Deveraux (Touche-Ross)

Chairman Mortenson declared a quorum present and the meeting commenced. A review was made of the Minutes of the last meeting and they were approved.

The Mayor made a few comments to the effect that he may be able to make his input available to the consultants. One concern of the Mayor's is that an objective study be undertaken. Touche-Ross personnel indicated they will contact the Mayor and other persons involved with the Police Department.

Mayor Stephen Olsen requested he be dismissed from the meeting and left.

Chief Dodge indicated he is in accord with the Mayor and is looking forward to positive recommendations from the consultants and that complete cooperation will be extended by the Department.

Mr. Christianson inquired whether the staff and officers were made aware of this study, which was answered in the affirmative.

CONTINUED

2 OF 3

MANAGEMENT STUDY COMMITTEE

Page #2

Alderman Ralph Henkes wanted to know if time spent in Court would be investigated by consultants on a cost analysis basis. The consultants indicated this would be studied.

Alderman Tom Mortenson indicated his confidence in the professionalization of Touche-Ross. Further, he indicated he would like to see close work with men in ranks and would like to arrive at an understanding of each recommendation made by the consultants. Research must be kept confidential. The study does have political ramifications and this should be borne in mind.

Mr. John Greening indicated the consultants desire to reach every member of the Department and will maintain confidentiality of communications.

Mr. Earl Christianson suggested a letter from Chief Dodge which would guarantee confidentiality. The consultants indicated at this time a letter would not be necessary. The consultants indicated they have specific areas they research in sequence. Presently, they are in a data gathering phase. Such things as call rate and response time are being measured now.

Mr. Christianson requested to know the background of the two consultants present at the meeting. They complied and gave a full resume. Mr. Christenson gave background of the Crime Commission Study.

Al Berndt indicated that civilianization of the Department would be of financial benefit. Consultants indicate they will check further into this suggestion.

Chairman Mortenson indicated that as far as possible, the status quo is being maintained until the study is completed.

Next meeting will be held on Monday, March 15, 1976.

A motion to adjourn was made by Alderman Ralph Henkes at 6:40 PM. Motion carried.

MANAGEMENT STUDY COMMITTEE

RE: Meeting of March 15, 1976, at 5:15 PM of the Management Study Committee

At the meeting on March 15, 1976, the following members were present:

Alderman Tom Mortenson
Attorney Al Berndt
Sergeant Albert Hoffman
Alderman Ralph Henkes

absent: Attorney Wes Mueckler
Mr. Earl Christiansen

guests: Mr. John Greening (Touche-Ross)
Mr. John Deveraux (Touche-Ross)
Mr. Tom Merrifield (W.C.C.J.)

Chairman Mortenson declared a quorum present and the meeting commenced. A review was made of the Minutes of the last meeting and adopted through a motion made by Sergeant Hoffman. Motion carried.

A report of the study results thus far was presented by Touche-Ross consultants. (Incorporated by reference)

Chairman Mortenson wished to know how far does the data go back. Mr. Deveraux explained the data is based on a one-year period, however the information is stable and goes back even further than one year.

The consultants will gather cost benefit data on the Community Service Officer Program upon the request of Alderman Henkes.

Mr. Deveraux reported that on the whole, the Racine Police Department is better than the average Department, however some reallocation of units is necessary.

The remainder of the meeting was devoted to the consultants reviewing the report and explaining the information to the committee members. (See report)

A motion to adjourn was made by Al Berndt at 7:25 PM. Motion carried.

MANAGEMENT STUDY COMMITTEE

RE: Meeting of March 29, 1976, at 5:15 PM of the Management Study Committee

At the meeting on March 29, 1976, the following members were present:

Alderman Tom Mortenson
Attorney Al Berndt
Sergeant Al Hoffman
Alderman Ralph Henkes
Attorney Wes Mueckler

absent: Mr. Earl O. Christianson

guests: Mr. John Devereaux - Touche-Ross
Mr. Frank Lopour - County Crime Commission

Chairman Mortenson declared a quorum present and the meeting commenced. A review was made of the Minutes of the last meeting and adopted through a motion made by Sergeant Hoffman. Motion carried.

Sergeant Hoffman reported that PAS did not receive a letter of denial. Chairman requested Al Berndt contact Art Johnson to have him send a letter of denial with a copy to Alderman Mortenson on March 30, 1976.

Alderman Mortenson stressed the confidential nature of the study and its acceptance by officers.

Mr. Devereaux passed out blank examples of questionnaires for perusal by the Committee.

An Inter-Office Communication was given to the Committee covering implementation of non-financial recommendations. (See document)
General discussion of the above document followed.

Mr. Devereaux went into tonight's report which included: Detectives, Intelligence, Juvenile and Abandoned Cars. He submitted written reports on the above (see report). Mr. Devereaux went over the report with the Committee members.

Due to the time limitations, the Committee will schedule another meeting for Thursday, April 8, 1976.

Mr. Christianson's letter regarding certain questions was turned over to Mr. Devereaux. A copy of the original will be filed with these Minutes.

A motion to adjourn was made by Attorney Mueckler at 7:30 PM. Carried.

Copy referred
to John Devenney
3-30-76

March 29, 1976

Alderman Tom Mortenson, Chairman
Management Study Committee
Racine Police Department
730 Center Street
Racine, Wisconsin

Dear Tom:

Due to an emergency situation, I find it necessary to once again be absent from the March 29 meeting. However, I do have some questions that I would ask if I were there.

1. Has the mission/task, etc. of the Racine Police Department been defined, and have priorities been set?
2. Are the division commanders aware of the mission/task and priorities?
3. Do they organize their work within those parameters?
4. Have goals and objectives been set by the police management?
5. Has each division set goals and objectives consistent with the Department's goals and objectives?
6. Have the goals and objectives been quantified? What controls are there; i.e.:
 - (a) Quality of reports, on-the-scene performance, and follow-up
 - (b) Quantity of work
 - (c) Cost effectiveness
 - (d) Safety
 - (e) Aggressive patrol
7. Are individual officers held responsible for events that occur in their area?
8. What benefits have the citizens received through the community services officers; i.e., reduction in crime, decreased apprehensions, improved conviction rate, etc.?
9. What have the sworn officers done with the time freed by the community service officers?
10. Additional officers were hired a year ago for foot patrol. If those officers are walking beats, what have they accomplished? If they are not walking beats, what are they doing, and what have been their accomplishments?

Yours very truly,

Earl O. Christianson

Earl O. Christianson *z*

EOC:wth

MANAGEMENT STUDY COMMITTEE

RE: Meeting of April 8, 1976, at 5:21 PM of the Management Study Committee

At the meeting on April 8, 1976, the following members were present:

Alderman Tom Mortenson
Attorney Al Berndt
Sergeant Al Hoffman
Attorney Wes Mueckler
Mr. Earl O. Christianson

absent: Alderman Ralph Henkes

guests: Tom Merrifield - W.C.C.J.
Mr. Frank Lopour - County Crime Commission
Mr. John Devereaux - Touche-Ross

Chairman Mortenson declared a quorum present and the meeting commenced. A review was made of the Minutes of the last meeting and adopted through a motion made by Sergeant Hoffman. Motion carried.

Mr. Devereaux handed out documents reflecting the status of the study as of April 8, 1976. (see attached) Mr. Devereaux explained that tonight's document effectively finishes the substance of the study. The final report to the Council will be the next major substantive point.

Discussion on requesting Council approval for matching funds for federal grants was held. The Committee suggested a plan should be developed outlining overall needs and priorities of the Police Department. This is a restatement of the original findings and recommendation in this area by the Committee and Touche-Ross representatives agree that this should be reworded.

The Committee suggested specific estimated dollar amount should be added to training budget recommendation.

The Committee suggested that a police technical library centralized in the Police Department should be implemented.

The consultant stated the extra squad for Community Relations is no longer a valid recommendation and should be disregarded.

Recommendation of commitments after 60 days removed by consultant because of not under control of Police Department or City.

It was suggested by the Committee that uniform traffic citations and municipal tickets be accompanied by an instructional slip of paper stating place of appearance, etc. The consultant will incorporate this into his recommendations.

The committee suggested the rewording of "CSO Program" recommendation to read "Civilian Alternatives" or words to that effect.

It was suggested that words "and not on speed-accident basis" be added to findings on use of radar. Agreed to by Mr. Devereaux.

It was suggested that reference to H-Units and pagers for Traffic Investigators be deleted since external radio controls are already available.

A personnel chart reflecting savings of people, does not reflect a loss of officers on the street. The numbers on the street remain the same and, in fact, will be more productively utilized.

A suggested change in the flow chart was made by the Committee to reflect rank of positions in case of Inspector and other Bureaus and Units in alphabetical order. Accepted by consultant since it does not involve substantive change in recommendation.

The Committee suggested the Consultant consider eventually looking at the civilianization of crime analysis unit. Consultant agreed to a review of this point.

Aside from the above comments, the Committee appraised of and approved of, consultant's recommendations.

A rough draft of the final report will be ready on April 19th for the Committee.

A motion was made by Sergeant Hoffman to meet on April 19, 1976, at the usual time and place. Motion carried.

A motion to adjourn was made by Mr. Earl Christianson at 9:35 PM. Motion carried.

MANAGEMENT STUDY COMMITTEE

RE: Meeting of April 19, 1976, at 5:17 PM of the Management Study Committee

At the meeting on April 19, 1976, the following members were present:

Alderman Tom Mortenson
Mr. Earl O. Christianson
Attorney Wes Mueckler
Attorney Alvin J. Berndt
Sergeant Al Hoffman

absent: Alderman Ralph Henkes

guests: Mr. Tom Merrifield - W.C.C.J.
Mr. Frank Lopour - County Crime Commission
Mr. John Brockschlager - Touche-Ross
Mr. John Devereaux - Touche-Ross

Chairman Mortenson declared a quorum present and the meeting commenced. A review was made of the Minutes of the last meeting and adopted through a motion made by Sergeant Hoffman. Motion carried.

An amendment was added which would change the civilianization of the Crime Analysis Unit - to read after one year. The consultants will amend the specific dollar amount overall and include this in the final report.

Recommendations about instructional slip was not included in the Study but will be entered (noted in last week's minutes).

Mr. Christianson raised a question of discipline and how police misconduct is investigated. A comment will be forthcoming in the final report.

Mr. Christianson wished the consultant to make sure the Detective Bureau is thoroughly studied so that the generalization theory will work, and case load evenly distributed. The consultant stated the case manager would assign cases by M.O. and similarity.

Mr. Christianson asked about the future of the Juvenile and Detective Bureau Captains when the units were combined. The consultant stated this could be implemented now and one Captain would diminish through attrition, or making one Captain over another Captain, or assign one Captain to another area. The consultant will add the alternatives to the plan.

Mr. Devereaux explained that objectives should be set for measuring efficiency of performance.

Mr. Devereaux also explained that "management by objective" does not mean a quota rate in its traditional sense. Clearance rates are a more valid example of management by objective. This point will be further clarified and simplified in the final draft.

The computer interface should be extended to a county level as suggested by Committee. The Consultants agree with this suggestion.

A general discussion and explanation of the budget determinations ensued. This was accepted by the Committee with a suggestion that a bid more detailed be included. This was agreed to by the consultants.

Operational recommendations are the same as the past weekly presentations except for minor language changes per the consultants.

The Committee requested that the CSO recommendation include the use of saved time by officers. This will be included and was agreed to by the consultants.

Question #1 is not included in summary because it was subjective, i.e., "What would you do if you were Chief?" In effect, unmeasurable data was obtained as per Mr. Devereaux.

Chairman Mortenson questioned the monitoring capability of recommendations as to how it is done in other communities. The consultants specified various ways of monitoring which is dependent on the community involved. It was suggested by the Committee that continued monitoring body be recommended until the plan is finally implemented. This was agreed by the consultants.

The committee suggested positive findings that recruitment is of high caliber, which was agreed by the Consultants.

Final word changes will be initiated by the consultants and sent to the Committee for perusal within one week approximately.

The next meeting will be held on Monday, May 3rd, at the same time and place.

A motion to adjourn was made by Mr. Earl Christianson at 7:14 PM. Motion carried.

MANAGEMENT STUDY COMMITTEE

RE: Meeting of May 3, 1976, at 5:25 PM of the Management Study Committee

At the meeting on May 3, 1976, the following members were present:

Alderman Tom Mortenson
Sergeant Al Hoffman
Attorney Wes Mueckler
Mr. Ralph Henkes
Mr. Earl Christianson

absent: All present

guests: Mr. John Brockschlager - Touche-Ross
Mr. John Devereaux - Touche-Ross

Chairman Mortenson declared a quorum present and the meeting commenced. The Chairman temporarily turned the chair over to Mr. Ralph Henkes.

Mr. Earl Christianson wished to correct his statement in the last Minutes to read, "In his professional judgement" instead of "Is thoroughly studied." This was accepted as an amendment.

5:30 PM - Chairman Mortenson returned.

Paragraph 3 of the second page of last week's Minutes relate specifically to acquiring outside help for implementation. (i.e., time study or other expert assistance)

Mr. Ralph Henkes made a motion that the Minutes be approved as amended - motion carried.

Mr. Devereaux pointed out his inclusion of suggestion that the Mayor appoint an on-going committee (p. I-9 revised). Recruitment and Policy Manual were also dealt with in a manner suggested by the Committee.

"Interface with County" suggestion was already in the old draft.

Mr. Christianson asked about assignment of In-House Attorney's car - priority established already consistent with the Consultant's recommendation.

The consultant pointed out a suggestion that question #1 on questionnaire be further explained is already taken care of in the original draft.

Mr. Henkes asked if there was a sequence of events for recommendations to take place. Mr. Devereaux explained his rationale for assigning priorities for implementation. Most were based on practical grounds.

Attorney Al Berndt dismissed from the meeting at 6:00 PM.

The control committee to check implementation and make sure that they are being effective and efficient. The Department is run effectively with the tools that are available, however inefficiencies have been included in the report. The extent of the inefficiency is that the necessary tools are available but are not being used to full capacity.

Mr. Devereaux stated that the consultants determined what areas were going to be studied and not the Chief of Police.

Mr. Christianson raised the question of the 40 patrolmen hired by the City as beat patrolmen. The consultant stated that this created two-man patrol units, however there were beat men utilized.

Page II - 17 - In the last paragraph the alternative with patrolmen will be moved into the Training area.

Additional category to be added in Training is called managing time.

Internal control is implied in the recommendations for holding officers accountable and when the reporting system is implemented it will be addressed.

The implication on the budgeting procedure lacks overall input which allowed decisions to be made. No coordinated system of budgeting was found.

Discipline - The basic disciplinary procedure function through the chain of command, no formal evaluation technique was used. The internal complaints are funneled through Internal Affairs and assigned through investigators. Internal Affairs are assigned to one person who investigates misconduct of officers.

The study will be dated on May 17, 1976, addressed to the Management Study Committee in care of the Police Department.

Invoices have been paid to Touche-Ross without knowledge or approval of the Control Committee.

Only control group will have access to the final report from Touche-Ross except with written consent from the Control Group Chairman. An individual log will be kept on the dispersement.

Attorney Wes Mueckler was appointed by the Chairman to draft a cover report with a letter to go along with the report.

The next meeting will be held on Monday, May 10th, at the same time and place.

MANAGEMENT STUDY COMMITTEE

RE: Meeting of May 10, 1976, at 5:20 PM of the Management Study Committee

At the meeting on May 10, 1976, the following members were

Present:
Alderman Tom Mortenson
Mr. Earl O. Christianson
Attorney Al Berndt
Mr. Ralph Henkes
Attorney Wes Mueckler
Sergeant Albert Hoffman

absent: All present

Chairman Mortenson declared a quorum present and the meeting commenced.

The drafting of a cover letter which is mentioned on Page 2 of the Minutes of the May 3rd meeting should be altered to read this assignment was given to both Wes Mueckler and Earl Christianson - amendment accepted by the Committee. The comment in the Minutes relating to Internal Affairs should read, "Funneled through the Inspector and assigned to an Investigator who reports back to the Inspector." Minutes carried as amended.

Attorney Berndt suggested some revisions in the cover letter (see attached) as submitted by Mr. Mueckler. Attorney Mueckler agreed that the word "minor" may be deleted but indicated that his original draft should otherwise be left unchanged. Committee agreed the word "minor" be stricken. The Committee further agreed that the original wording remain with the above exception.

On Paragraph 3, Mr. Christianson stated that the consultant identified the two things mentioned here which should be considered of the highest priority. This was supported by Attorney Mueckler.

Attorney Berndt's opinion was that a cover letter is not the appropriate vehicle for prioritizing recommendations. Mr. Ralph Henkes felt that this Committee should use the consultant's priorities because they were identified as primary goals.

Attorney Mueckler explained that the "key findings and recommendations" were identified by consultant as of primary importance.

Chairman Mortenson suggested "a few" in Paragraph 3 be changed to "three". Sergeant Hoffman questioned the ability of implementation in Paragraph 2 if it is necessary to wait for primary goals in Paragraph 3. Mr. Mueckler indicated that many things in Paragraph 2 are not dependent on primary goals in Paragraph 3.

The Committee agreed that Chairman Mortenson's suggestion on the word change be adopted.

The Committee agreed that "pre-requisites" be substituted for key recommendation in Paragraph 3.

Mr. Christianson indicated that Paragraph 7 be interchanged with Paragraph 6, which was agreed to by the Committee.

Mr. Mortenson questioned whether police representatives would be placed in a different situation if the Committee is continued.

Both Sergeant Hoffman and Attorney Berndt stated the Chief has in no way interfered with their ability to represent the Department on the Committee and do not foresee that he would do so in the future.

Alderman Mortenson said the question is, "What type of composition should the new committee be?"

Mr. Henkes said the question might be premature and this should wait for the Public Safety and Buildings Commission input.

Mr. Christianson indicated we should consider it because this is a recommendation. The Committee agreed to hold off on the Committee composition until a later time.

Mr. Christianson and Mr. Henkes said that language as to the power of the Committee is clear as is. Monitoring, advising and reporting is the stated purpose of the words, "Coordinate and oversee" in Paragraph 7. Mr. Mortenson indicated that reporting accountability should be included in the cover letter.

Attorney Mueckler indicated that "coordination" included accountability to relevant committees in Paragraph 7.

Mr. Henkes suggested including the word "report" after the word "oversee". This was agreed to by the Committee. The Committee also to add eighteen (18) month date certain for termination date.

As to Paragraph 6, Attorney Berndt indicated that the Chief already has agreed to recommendations and timetable. Further paperwork is redundant. Chairman Mortenson said that having the Chief respond will give the Committee input as to practical difficulties in implementation, if any. Also, it provides timeframe in which both the Chief and Committee are accountable.

Mr. Mueckler indicates this is the Chief's opportunity (Paragraph 6) to indicate any possible problems. Mr. Christianson stated this was also the time when the Chief can explore alternatives of implementation.

6:41 PM - Mr. Ralph Henkes excused himself from the meeting and was dismissed by Chairman Mortenson.

The Committee agreed that the word "problems" be added between "strategy" and "time frame" in Paragraph 6. Also, Mr. Christianson suggested that it be stressed that this is a Committee recommendation and not a Touche-Ross one. Agreed to by the Committee.

Attorney Berndt stated that Paragraph 8 is too general and misleading. Mr. Mortenson said that this paragraph states the Committee's ultimate responsibility and perhaps should be even stronger. Attorney Berndt does not question the sentiments of the paragraph but believes it is too simplistic.

The Committee agreed that the words "consistent with the Constitution of the United States" be added to the second to last sentence in paragraph 8.

Mr. Earl Christianson said that no pat on the back should be given Touche-Ross since they were paid for the job.

Mr. Mortenson said separate letter might be send. This should be left for future consideration by the Committee.

Alderman Mortenson appointed Attorney Al Berndt to revise the cover letter consistent with these Minutes. Sergeant Hoffman moved to accept the revised letter - carried unanimously.

The next meeting will be held on Monday, May 17, 1976, at the same time and place and the final report will be discussed.

A motion to adjourn was made by Attorney Mueckler and carried. Meeting adjourned at 7:02 PM.

which measures the various units of the department against predetermined objectives (see Page I-8 of the report). The establishment of such a program will require outside assistance and expertise. Such a program of department goals and objectives is necessary to coordinate and direct the efforts of the department and its various units. These goals and objectives should be quantifiable and measurable. Quantification and measurability give a better understanding of exactly what is needed and what has been accomplished. Without such a program of goals and objectives there can be no accountability of the units of the department to the administrators of the department, and no accountability of the department to the people of the City of Racine.

It is recommended that the Racine Police Department establish a police policy and procedures manual, which describes in detail the department's policies and procedures (see Page I-8 of the report). The establishment of such a manual will also require outside assistance and expertise. We believe that if such procedures and policies are not in writing, they cannot be considered a firm commitment and personnel of the department cannot be held strictly accountable to them. Such written policies provide the officers with guidance and direction to assist them in determining their courses of action and to protect them when they take those actions. It will promote uniformity and aid coordination among individuals and units of the police department. It should also promote understanding

Original Draft

Submitted by W. Muehlen

& E. Christensen

The Police Management Study Committee was an interdisciplinary group consisting of members from local government, the public and the police department. We, its members, forcefully and honestly represented our particular disciplines in comprehensive debates with the management consulting firm of Touche Ross and Company regarding that firm's findings and recommendations. We read, questioned and discussed this document which is Touche Ross and Company's management study of the Racine Police Department.

This Committee has now completed its work and forwards the management study of the Racine Police Department to the Public Safety and Buildings Committee of the Common Council. This report is intended as a practical document to improve the effectiveness and efficiency of the Racine Police Department through the implementation of the recommendations. Some of the minor recommendations contained in the report have already been implemented by the police department, many others have not. Several of the recommendations will require outside assistance in the form of expertise in specialized areas as well as fiscal decisions to be determined by the Common Council.

3. We wish to strongly emphasize ^{three} ~~a few~~ of the key findings and recommendations of the management firm. It is our belief that these key recommendations are absolutely essential to the future improvement of the effectiveness and efficiency of the police department and must be implemented immediately.

4. It is recommended that the police department establish a program

within the department by eliminating the distortion that can result from verbal communication. Moreover, written policies and procedures aid management in making fair and consistent decisions as the officers will know what is expected of them. The policy and procedures manual should be clear and positive so that it can be understood by everyone in the department.

It is recommended that Chief of Police Dodge file a written response to each of the recommendations contained in the management study of the Racine Police Department. This response should contain commentary on each of the recommendations, noting his acceptance or rejection of each recommendation. For each recommendation accepted, the strategy and time frame for implementation should be stated. For each recommendation rejected, the reasons for rejections should be stated. The response should be filed with the Public Safety and Buildings Committee by July 1, 1976. This should aid the Common Council and Chief of Police Dodge in avoiding needless and harmful controversy in the implementation of the recommendations.

7 It is recommended that the Mayor appoint a committee to coordinate and oversee the implementation of the recommendations (see Page I-9 of the report). After many reports have been read, studied and debated, they are typically filed away to gather dust. The people of the City of Racine deserve more than this, particularly in this crucial and sensitive area of law enforcement. We believe that the appointment of such a committee will provide the

necessary impetus for the implementation of the recommendations of the study.

3. In implementing the recommendations of the study, it must be remembered that the American system of law enforcement is founded upon the basic principle that the police are a part of and not separate from the people. The police department is the element of local government of the people, which maintains and achieves order. The objectives and goals of the department must, therefore, be determined by the desires of the people. The ultimate responsibility of the police department is to the people which they serve.

Respectfully submitted,

TO: MANAGEMENT STUDY COMMITTEE

DATE: MAY 10, 1976

FROM: AL BERNDT

RE: REVIEW AND SUGGESTED REVISIONS OF COVER LETTER

Comments:

1. Paragraph 1 Hyperbolic, but okay.
2. Paragraph 2 Initial sentences okay - do not think recommendations should be characterized as "minor". I believe a better way to put it is to divide into those recommendations that are easily implemented and those that require further approval.
3. Paragraph 3 "Key findings and recommendations" is too limited and is confined to areas not necessarily agreed to by the whole committee.
4. Paragraph 4 & 5 I believe that recommendations should not be gone into in-depth at this time, especially in regard to the relative priority of the recommendations.
5. Paragraph 6 This paragraph is redundant because the Chief agrees with both the consultant's recommendations and timetable.
6. Paragraph 7 I concur with the necessity for continuing the committee but I believe safeguards and a date certain for termination should be included because of the tendency for any committee, no matter how laudable its motives, to preempt functions that are, by law, vested in other positions. Authority without accountability is too easily abused.
7. Paragraph 8 I believe this is too simplified a summary of criminal justice theory and, if included at all, should be in-depth and indicate that responsibility operates through law and its parameters. My recommendation would be to exclude this entirely and end the letter on the note of cooperation I have expressed in my revision.

Original Draft (~~XXXXXXXXXXXXXXXXXXXX~~) 5/10/76
revision - submitted by A. BARNETT

The Police Management Study Committee was an interdisciplinary group consisting of members from local government, the public and the Police Department. We, its members, forcefully and honestly represented our particular disciplines in comprehensive debates with the management consulting firm of Touche-Ross and Company regarding that firm's findings and recommendations. We read, questioned and discussed this document which is Touche-Ross and Company's management study of the Racine Police Department.

This committee has now completed its work and forwards the management study of the Racine Police Department to the Public Safety and Buildings Committee of the Common Council. This report is intended as a practical document to improve the effectiveness and efficiency of the Racine Police Department through the implementation of the recommendations. Some of the recommendations contained in the report have already been implemented by the Police Department. Other recommendations require fiscal decisions and/or the seeking of outside assistance for implementation. These areas necessarily await the action of the Common Council and its subordinate committees.

The relative importance of the recommendations contained in the final report is, of course, a subjective determination. However, this committee feels that certain areas should be emphasized because of their long-term effect on the Department. Specifically, the establishment of a management by objective program, a revised policy and procedures manual (Page I-8 of the report), continuation of the CSO Program (Page I-4), establishment of a crime analysis unit (Page I-9) and realigning the organization of the investigative bureaus (Page I-6), are recommendations

that, in this committee's opinion, have a major impact on the future effectiveness and efficiency of the Police Department and should be emphasized as implementation goals.

It is recommended that the Mayor appoint a committee to coordinate and oversee the implementation of the recommendations (see Page I-9 of the report). After many reports have been read, studied and debated, they are typically filed away to gather dust. The people of the City of Racine deserve more than this, particularly in this crucial and sensitive area of law enforcement. We believe that the appointment of such a committee will provide the necessary impetus for the implementation of the recommendations of the study. It is understood that the committee's function will be advisory only and is not intended to supercede the authority of the Mayor, Common Council or Chief of Police. We also recommend that the appointed committee be for the term of eighteen (18) months only. All of the recommendations should be completed or well underway by this termination date.

In conclusion, we would like to compliment the representatives of Touche-Ross, and specifically Mr. John Devereaux, for a professional, objective, analysis of the Racine Police Department and for his excellent cooperation with this committee. In addition, the cooperation of the Department, the Chief of Police and officers has been exemplary and has ensured the timely progress of the study to date.

May 11, 1976

Alderman Robert Heck
Chairman
Public Safety and Buildings Committee
Racine Common Council
City Hall
Racine, Wisconsin 53403

Dear Alderman Heck and Members of the Public Safety and Buildings Committee:

The enclosed document is the final report of the management study of the Police Department as completed by the firm of Touche-Ross and Company and is submitted for your consideration by the Police Management Study Committee.

The Police Management Study Committee was an interdisciplinary group consisting of members from local government, the public and the Police Department. We, its members, forcefully and honestly represented our particular disciplines in comprehensive debates with the management consulting firm of Touche-Ross and Company regarding that firm's findings and recommendations. We read, questioned and discussed this document which is Touche-Ross and Company's management study of the Racine Police Department.

This Committee has now completed its work and forwards the management study of the Racine Police Department to the Public Safety and Buildings Committee of the Common Council. This report is intended as a practical document to improve the effectiveness and efficiency of the Racine Police Department through the implementation of the recommendations. Some of the recommendations contained in the report have already been implemented by the Police Department, many others have not. Several of the recommendations will require outside assistance in the form of expertise in specialized areas as well as fiscal decisions to be determined by the Common Council.

We wish to strongly emphasize three of the key findings and recommendations of the management firm. It is our belief that these prerequisites are absolutely essential to the future improvement of the effectiveness and efficiency of the Police Department and must be implemented immediately.

It is recommended that the Police Department establish a program which measures the various units of the Department against predetermined objectives (see Page I-8 of the report). The establishment of such a program will require outside assistance and expertise. Such a program of Department goals and objectives is necessary to coordinate and direct the efforts of the Department and its various units. These goals and objectives should be quantifiable and measurable. Quantification and measurability give a better understanding of exactly what is needed and what has been accomplished. Without such a program of goals and objectives there can be no accountability of the units of the Department to the administrators of the Department, and no accountability of the Department to the people of the City of Racine.

It is recommended that the Racine Police Department establish a police policy and procedures manual, which describes in detail the Department's policies and procedures (see Page I-8 of the report). The establishment of such a manual will also require outside assistance and expertise. We believe that if such procedures and policies are not in writing, they cannot be considered a firm commitment and personnel of the Department cannot be held strictly accountable to them. Such written policies provide the officers with guidance and direction to assist them in determining their courses of action and to protect them when they take those actions. It will promote uniformity and aid coordination among individuals and units of the Police Department. It should also promote understanding within the Department by eliminating the distortion that can result from verbal communication. Moreover, written policies and procedures aid management in making fair and consistent decisions as the officers will know what is expected of them. The policy and procedures manual should be clear and positive so that it can be understood by everyone in the Department.

It is recommended that the Mayor appoint a committee to coordinate, oversee and report on the implementation of the recommendations (see Page I-9 of the report). After many reports have been read, studied and debated, they are typically filed away to gather dust. The people of the City of Racine deserve more than this, particularly in this crucial and sensitive area of law enforcement. We believe that the appointment of such a committee will provide the necessary impetus for the implementation of the recommendations of the study. In addition, a termination date of eighteen (18) months should be established for dissolution of the committee. All recommendations should be implemented or well under way upon the conclusion of the suggested time period.

It is recommended that Chief of Police Dodge file a written response to each of the recommendations contained in the management study of the Racine Police Department. This response should contain commentary on each of the recommendations, noting his acceptance or rejection of each recommendation. For each recommendation accepted, the strategy, foreseeable problems and time frame for implementation should be stated. The response should be filed with the Public Safety and Buildings Committee by July 1, 1976. This should aid the Common Council and Chief of Police Dodge in avoiding needless and harmful controversy in the implementation of the recommendations.

The above recommendation is that of the Police Management Study Committee only and was not part of the findings and recommendations of Touche-Ross.

In implementing the recommendations of the study, it must be remembered that the American system of law enforcement is founded upon the basic principle that the police are a part of and not separate from the people. The Police Department is the element of local government of the people, which maintains and achieves order. The objectives and goals of the Department must, therefore, be determined by the desires of the people consistent with the guarantees of the Constitution of the United States. The ultimate responsibility of the Police Department is to the people which they serve.

Respectfully submitted,

Racine Police Management Study Committee

Thomas Mortenson - Chairman

Alvin J. Berndt - Secretary

Earl O. Christianson

Ralph Henkes

Albert W. Hoffman III

Wesley Mueckler

Racine 5/19/76

TOUCHE ROSS & CO.

250 EAST WISCONSIN AVENUE
MILWAUKEE, WISCONSIN 53202

May 13, 1976

Management Study Committee
In Care of Alderman Thomas Mortenson
730 Center Street
Racine, Wisconsin 53403

Dear Sirs:

During the May 3, 1976 meeting of the Management Study Committee for the Racine Police Department, you requested that we develop our approach and cost estimates for designing and implementing a management reporting and control system. This would include all associated forms, procedures, and processing as part of the implementation and training of sworn personnel to utilize the system.

We agree with your analysis that it is imperative to have timely and accurate information upon which command decisions can be based. In addition, a management reporting system would allow for the measurement of performance against predetermined objectives, highlight areas where significant improvement could be made, and provide for overall accountability.

We are confident of our ability to serve the City of Racine and feel that we are uniquely qualified to provide the Police Department with the necessary management reporting and control system. We believe our qualifications are unique for the following reasons:

- During the previous two months, we have performed an overall management study of the Racine Police Department. We are familiar with current practices and procedures as well as the implications of short and long-term recommendations which will be implemented.
- We have successfully implemented a number of management reporting and control systems throughout the country. While many facets of these reporting systems are similar, we believe the City of Racine has unique reporting and control requirements and the system will be designed to meet these unique requirements.

Management Study Committee
May 13, 1976 - 2

- We have over one hundred professionals throughout the United States who have extensive experience in law enforcement and criminal justice consulting projects. While we would plan to utilize the same staff that completed the recent project, we would counsel with other experienced professionals as required.
- We are a locally based firm in Milwaukee and have performed numerous engagements with municipalities throughout the state of Wisconsin.

Our approach to developing and implementing the management reporting and control system would consist of the following five phases:

1. General Survey

Although we are familiar with current reporting systems, it is important to review data availability, current reporting frequency, and any new developments since the completion of our management study. This would require a minimum amount of time.

2. Reporting Requirement Definition and Design

During this phase, we would work with each of the division managers and command personnel to define the information required to manage their function, to design accountability forms as well as other input forms, and to develop the procedures and work flow for reporting management data.

3. Training and Implementation Planning

During this phase, we would be responsible for the coordination of training of key sworn officers, division heads and command personnel in the use of the systems. The end product of this phase would be forms, reports and procedures tailored to the Department's unique reporting and control requirements.

Management Study Committee
May 13, 1976 - 3

4. Test Implementation

One or more areas will be selected for test implementation of the system. During this phase we would work very closely with department management to insure that the system is responding to their needs and to evaluate the benefits of the system. After modifying the system or its components as required, it would be implemented department-wide.

5. Monitoring the Reporting and Control System

At three and six month intervals after implementation, we would be available to monitor the system to be assured that all components are properly functioning. Typically, we make fine tuning adjustments to the system at this point.

During the project period, we plan to review sample reports, forms and procedures with the Management Study Committee on a bi-weekly basis.

We believe in an important project of this type that the department should assign a qualified individual to the project team. This will insure that someone from within the organization is familiar with all components of the system and that it will remain an integral part of department operations after the consultants have completed their work and are not continually on site.

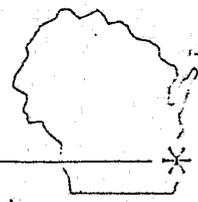
We estimate that the fee for our services would range between \$20,000 to \$22,000, plus out-of-pocket expenses. We anticipate phases one through four would be completed within six to eight weeks with phase five completed six months after the implementation of the system.

We would be pleased to discuss any aspect of this letter or the proposed project with you at your convenience. Please call either Mr. John Brockschlager at (414) 276-0180 or Mr. Harold Katersky at (313) 965-1100.

Very truly yours,

Touche Ross & Co.

city of **RACINE** ...racine, wisconsin



PURCHASING DEPARTMENT

Arthur C. Johnson, Purchasing Agent

March 29, 1976

Mr. E. F. Ricketts
Executive Director
Public Administrative Service
1313 East 60th Street
Chicago, Illinois 60637

Dear Sir:

In reference to the proposals for CONSULTATION ON A POLICE MANAGEMENT STUDY, which were received on Monday, January 12, 1976, the Touche-Ross Company has been awarded the bid. Following are the reasons that Public Administrative Service was denied the bid:

The members of the Management Study Committee assigned a numerical score of 0 to 10 for each of the areas covered by the RFP and one general category based upon the oral presentation made by each of the bidders.

The total score accumulated reflected the merits of each bidder's proposal with 10 being the highest score in each category. Each committee member was able to vote so that a total of 60 points could potentially be awarded in each category.

The final score for Touche-Ross was 162 points and the total final score for Public Administrative Service was 122 points.

Following the secret ballot taken by members of the Management Study Committee, the Deputy Chairman of the Committee moved that Touche-Ross be named as winner of the bid and the motion was carried by unanimous vote of the Committee as a whole.

If you have any further questions, please contact me.

Yours truly,


Arthur C. Johnson
City Purchasing Agent

ACJ/jt

END

7 10/10/11