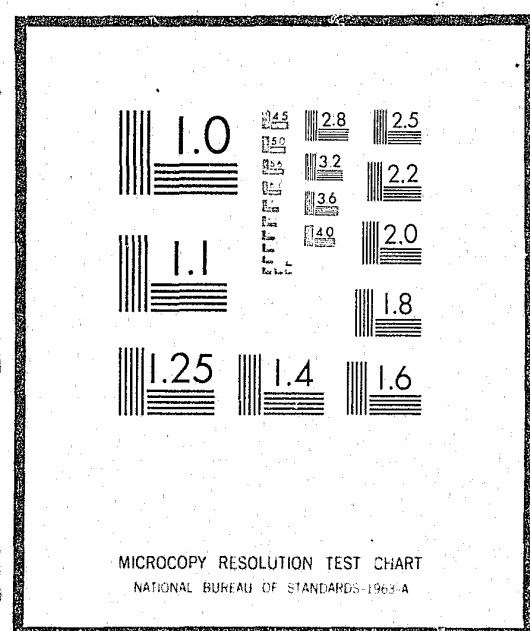


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# Westinghouse Justice Institute

#244

R-73-148

DECEMBER 1973

NCJRS  
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ACQUISITIONS

EVALUATION OF A  
PART-TIME POLICE CONCEPT  
NEW HAVEN, CONNECTICUT,  
POLICE DEPARTMENT

2040 Ardmore Boulevard  
Pittsburgh, Pennsylvania 15221

1911 Jefferson Davis Highway  
Arlington, Virginia 22202

Other Offices in Boston and Washington, D.C.

39332

39333

#### FOREWORD

Technical assistance to evaluate the feasibility of a part-time police concept was requested by Chief Biagio Di Lioto of the New Haven Police Department. This request was forwarded to A.G. Zappala of the Boston Regional Office of the Law Enforcement Assistance Administration (LEAA) by the Connecticut Planning Committee on Criminal Administration. In response to this request, the Westinghouse Justice Institute, under the terms of the Department of Justice Contract J-LEAA-016-72, provided Richard B. Compton to perform the required assistance. This report documents his brief but intensive onsite analysis and presents recommendations.

## 1. INTRODUCTION

The purpose of this project was to obtain relevant data and information from appropriate sources, analyze all of these factors, and prepare an evaluation of the Part-Time Police Concept developed by the Planning and Evaluation Services Division of the New Haven Police Department (NHPD).

The Part-Time Police Concept, as presented by the NHPD is a unique formula which cannot be evaluated by comparison with existing police reserve or auxilliary programs. Neither does it lend itself to comparison with common principles of organization and administration which are practiced by the regular, full-time force. Therefore, the method of inquiry used to evaluate the feasibility of the concept was to: (1) receive a thorough indoctrination concerning the proposal, (2) discuss the matter with the principals who will be involved in the process, (3) enumerate the constraints which these persons identify, and (4) estimate the ability of the implementing agency, and other available resources, to resolve these problems.

In the course of this study, the following persons were interviewed for the purpose of eliciting information concerning the project:

B. Di Leito, Chief, NHPD  
J. Kenny, Director of Planning and Evaluation Services,  
NHPD  
W. Northrup, Patrolman, NHPD (President of the New  
Haven Police Union, Local 530)  
B. Goldstein, Deputy Director, Connecticut Planning  
Committee on Criminal Administration (SPA)  
W. Carbone, Regional Coordinator, Connecticut SPA  
T. Connery, Connecticut SPA  
R. Layman, Program Manager, Police Programs, National  
Institute of Law Enforcement and Criminal Justice

## 2. BACKGROUND

The Planning and Evaluation Services Division of the New Haven Police Department has undertaken a study which indicates that the incidence of street crimes is greatest during the hours of 6:00 p.m. to 2:00 a.m. The "hours of work", for all but 27 sworn officers who are still on probationary status, are regulated by a union contract which does not permit flexibility in assignment. At present, the 27 probationary officers work a 6:00 p.m.-to-2:00 a.m. shift but additional manpower is needed. The Department's patrol strength is 30 men below the authorized level and the City, currently engaged in an austerity program, will not approve the employment of additional, full-time patrolmen.

To meet the increased need for patrol personnel who can be deployed within the identified high-crime areas during the period when the incidence of criminal activity is greatest, the Department proposes to employ a contingent of 40 part-time police officers. These officers would be selected, trained, and assigned duties in the same manner as the full-time force, with the exception that they would work not less than 12 nor more than 20 hours per week and would not be subject to the work schedule constraints imposed by the union contract. Personnel selected for this project would be permitted to continue their civilian employment so long as it were not to interfere with their contractual obligations to the Department.

Further information pertaining to the proposed methods of selection, training, and deployment is contained in the document entitled *New Haven Police Department Part-Time Police Concept*, presented in Appendix A to this report.

The foregoing concept was presented, in writing, to the Connecticut Planning Committee on Criminal Administration (SPA) following an informal discussion between Mr. Joe Kenny, Director of Planning and Evaluation Services, New Haven Police Department, and Mr. Benjamin Goldstein, Deputy Director of the Connecticut SPA. On February 16, 1973, Mr. Goldstein delivered a memorandum to Mr. H. R. Sterrett, Executive Director of the Connecticut SPA, in which he expressed several concerns about the feasibility of the concept (see Appendix B).

### 3. PERSONNEL INTERVIEWED

During a period of several days, the part-time police concept was discussed at length with the principals identified in Section 1.

Initial discussions were held with Mr. Kenny concerning the NHPD Part-Time Police Concept, as well as other matters relating to Department administration and operations. Subsequently, Mr. Connery of the Connecticut SPA and Mr. Carbone, Regional Coordinator for the SPA, joined in discussing the Department's organizational arrangements, methods of manpower deployment, crime index, and the rationale for choosing the part-time police concept rather than other possible approaches to the problem.

At a meeting with Chief of Police, Biagio Di Lieto, and Mr. Kenny, the topics discussed included the relationship between the Chief's office and the union representatives, staff conferences, support for the planning function and, in particular, the Chief's views regarding the part-time police concept. Chief Di Lieto voiced his unequivocal support for the concept and expressed great confidence that his planning staff could find the ways and means to resolve the constraining issues.

A telephone conversation with Mr. Ben Goldstein, Deputy Director of the Connecticut SPA, covered a clarification of his views on the concept (See Appendix B).

During a meeting with Patrolman Walt Northrup, president of Police Union Local 530, he assured me that he personally thought the concept... "was basically a good idea"...and that the other members of the force would be willing to assist in future planning sessions and otherwise lend their support to help make the proposal a success.

Following a final conference in New Haven with Messrs. Kenny and Carbone of the SPA and Chief Di Lieto, a meeting was held with Mr. Richard Layman, Program Manager, Police Programs, National Institute of Law Enforcement and Criminal Justice. The purpose of this meeting was to determine if there were any studies or recommendations related to the subject of part-time policing as conceptualized by the New Haven Police Department. Mr. Layman stated that he did not know of any law enforcement agency that employed a part-time police contingent in the manner that has been proposed by the New Haven Police Department.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

The New Haven Police Department has developed a preliminary proposal which outlines a concept whereby part-time police officers would be employed to work within identified high crime areas during the hours of greatest need. The Department's executives readily concur with the Connecticut SPA's assertions that there are several problems inherent in the concept that must be resolved before a formal application is submitted for funding. The NHPD maintains that the problems are not insurmountable, however, and that the Department, in fact, has the resources and expertise to solve these constraints. Strong support for the proposed project can be discerned at all levels within the hierarchy of the Department.

##### 4.1 Conclusions

The feasibility of the NHPD Part-Time Police Concept should be determined by an independent, unbiased assessment of the Department's capability to develop procedures which will overcome the constraints identified through discussions with the aforementioned persons. These constraints are as follows:

- Regulations--Rules, regulations, working procedures, and disciplinary processes applicable to the part-time police contingent should be developed.

- Future Funding--If the City of New Haven cannot appropriate the funds to hire additional full-time personnel, the prospects of their funding this project in the future must be determined.
- Training--A variety of problems pertaining to the training process need to be resolved.
- Court Appearance--An assessment must be made of how the Department can deal with the frequency of court appearances occasioned by deploying these officers in high crime areas.
- Fatigue and Conflict of Interest--A determination must be made of what precautions are necessary to ensure that the part-time officer will not suffer from fatigue or conflict of interest as a result of working two jobs.
- Deployment--The manner of deployment and scheduling must be determined.
- Disability--A decision must be made on whether the part-time police officer will receive compensation for injury or death as a result of actions that occur while he is on duty.
- Contracts--The Department should develop contracts which will provide assurance that the part-time officer will continue his employment for a period sufficient to compensate the Department for its investment (i.e., training, clothing, equipment).

Based upon careful consideration of the information thus far presented, it is concluded that the New Haven Police Department, with appropriate assistance from the Connecticut SPA, has the capability to ameliorate the constraining issues. Mr. Kenny's experience, training, motivation, and record of success in implementing LEAA-funded projects lend further assurance that Chief Di Lieto's confidence is well placed.

#### 4.2 Recommendations

The New Haven Police Department should be encouraged to proceed toward its preliminary objective of developing a project application which is acceptable to the policy board and staff of the Connecticut Planning Committee on Criminal Administration.

Ad hoc planning committees, composed primarily of NHPD personnel as well as representatives of other local and state agencies when appropriate, should be assigned to develop methods which will ameliorate the constraints that have been identified.

The findings of these committees should be submitted to review by the Connecticut State Planning Committee and, following approval by that agency, incorporated into the formal project application.

APPENDIX A

New Haven Police Department  
Part-Time Police Concept

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I. NEW HAVEN POLICE DEPARTMENT PART-TIME POLICE CONCEPT: NARRATIVE

The following documentation represents a New Haven Department of Police Service (NHPD) concept concerning, a part-time police contingent to be utilized during peak crime hours within identified high crime areas. This narrative will render a representation to the supportive rationale for, and proposed mechanics of said part-time police force. It is emphasized, however, that this narrative reflects the incipient phase of planning and, therefore, the mechanics as described are subject to reappraisal and subsequent modifications prior to the presentation of a finalized version.

The New Haven Police Department (NHPD) is currently involved in the planning process addressed to the creation and employment of a part-time police contingent comprised of forty (40) highly motivated and proficient individuals from the civilian work sector and professional areas who display the propensities and initiative to function within a law enforcement capacity.

It is the preeminent objective of the part-time police project to provide a supplementary body to augment the existing full-time police personnel deployed within identified high crime areas during periods of enhanced street crime activity. Through project implementation the NHPD might attempt to determine, by evaluation and monitored data, if this expansion of police manpower has a direct contribution to establishing a reduction in the street crime incident rate.

As a spin-off objective of said project, the NHPD might afford each member of the part-time police contingent the opportunity to convert his partial law enforcement capacity to full-time status at such occasion as budgetary positions become available.

Recruitment and selection standards utilized to enroll and employ forty (40) finalists for the part-time police project would be more selective than contemporary (NHPD) acceptance standards. Special emphasis would be focused on an individual's academic and physical requisities. There is, as yet, no concrete acceptance criteria formulated which would apply to the project personnel selection process. Such criteria would be established by the appropriate appointing authority at a later stage of the planning process.

Upon acceptance of the forty (40) project enrollees, they would be exposed to a comprehensive training program which would, at minimum, be

identical to the present NHPD 26 week recruit training curriculum, (formal classroom exercises supplemented by a one year period of on the job in service field training.) Beyond the obvious necessities for such preparation, it is imperative that these part-time police members satisfy the identical training curriculum administered to full-time police personnel in order to enhance the acceptability of said contingent by police regulars on the basis of preparatory equivalence.

A continuous evaluation of the performances of the forty (40) enrollees would be conducted and documented by training staff coaches and field supervisors, predicated upon monitored activity data observed during periods of course curriculum and on the job training. Special emphasis shall be directed toward the observance of an enrollee's ability to translate law enforcement practices, procedures and theories to actual patrol situation encounters. Pursuant to successful compliance with, and fulfillment of, all facets of the recruit training agenda, a force of forty (40) part-time law enforcement personnel would be established and invested with the commensurate powers, purviews, precepts and jurisdictions of NHPD full-time police.

It has been noted that the part-time police concept is designed to provide an additional element of law enforcement manpower to be utilized during periods of heightened street crime activity in identified high crime areas to determine if saturation within such areas is a direct deterrent to the perpetration of street crime incidents. Presently, the NHPD has a special unit, the Street Crime Task Force (SCTF) which is a contingent of ten (10) full-time plain clothed patrol personnel who are deployed within high crime areas during peak street crime activity hours and attired in conventional street garb to camouflage their presence. The SCTF has established itself as a viable instrument of deterrence to criminal activity by a significant reduction in person-to-person type offenses since the project implementation. By the designed employment of this part-time police contingent it is the intention of the NHPD to determine if the element of additional manpower is directly, or to what degree, related to a further reduction in the street crime incident rate.

Unfortunately, as is the case in most police departments nationally, contract restrictions all but totally exclude the assignment of manpower in the time periods consistent with the occurrence of criminal activities. The department is presently addressing itself to this stifling effect on progressive law enforcement tactics but does not foresee any viable solution in the immediate future. It is imperative that patrol shifts functioning during peak crime hours within identified crime core areas of the City, be supplemented or expanded by the employment of a new strategy to create and utilize a part-time police contingent. Said police squad could be deployed during high crime hours within the perimeters of high crime areas to augment the existing full-time

law enforcement personnel, enhance the level of protective saturation and provide a ubiquitous scope of street crime prevention and deterrence.

The mechanics of deployment, relative to said part-time police project, offer multiple possibilities and would be explored in depth during the planning process. This force of part-time officers might be deployed in conventional uniforms in team structure on a foot patrol basis; be assigned to accompany a full-time officer in a vehicle to offer high visibility and reduce dual assignment to complaint responses; assign men to undercover and surveillance functions, or be utilized as a complementary body to the existing SCTF on a low profile basis. There is also the possibility that any one of the aforementioned mechanics of deployment might be employed at full strength, utilizing the entire composite of forty (40) part-time officers; or there might be a division of labors whereby combinations of such tactics could occur simultaneously by a division of the squad into various details.

The planning process would also establish a work schedule for project personnel with inherent and imperative flexibility allowing for a mutually equitable time schedule: a minimum prescribed weekly hour requisite (12 hours) which accommodates the consideration of an individuals civilian employment and minimizes the potential for fatigue; a maximum prescribed weekly hour requisite (20 hours) which permits the NHPD to properly utilize this part-time reservoir of police personnel in a manner which assures optimal patrol flexibility.

As an antecedent to the official submission of this project for funding consideration, said proposal would be presented to the appropriate NHPD union representatives to accommodate their input in the determination of possible negative contingencies and/or inadequacies which might jeopardize present union contract elements.

Following an analysis of the proposal by NHPD union representatives, a general inter-department pronouncement would be issued to rank and file NHPD personnel to provide a categorical delineation of the project in terms of goals and objectives. Emphasis would be focused on the inherent stipulations that potential members of the part-time police contingent would satisfy, at minimum, contemporary NHPD acceptance qualifications and fulfillment of requisite training curriculum. Hopefully NHPD union approval would be evident indicating the project does not infract nor jeopardize present contract agreements, nor encroach upon the dissemination of over-time budgetary allotments. It would be noted that these allocations are reserved for the exclusive utilization of full-time NHPD personnel as in the past.

## II. RELATED PROJECT EXPENSES: NARRATIVE

For initial proposal consideration and start-up purposes, the following data represents the pertinent information relating to those areas of activity involved with the implementation of the suggested concept: a forty (40) man part-time police force.

### A. Training Costs:

This data was derived with the cooperation of the NHPD Director of Training. The figures at this point are cursory in nature, but close in approximation and would be refined to represent exact costs.

### B. Equipment Costs:

These expense figures were provided through the Office of the Purchasing Agent for the City of New Haven. The unit price figure employed for tabulation of each item represents the current low bid rates used by the NHPD purchasing system.

### C. Job Related Benefits:

The NHPD Personnel Officer has indicated that the City of New Haven, in consonance with established municipal procedure, only provides fringe benefits to those persons employed on a weekly basis representing over twenty-one (21) hours.

## III. PRELIMINARY ESTIMATE OF PROJECT EXPENSES:

A. Personnel Costs	\$196,600.
B. Training Costs	14,240.
C. Equipment Costs	71,928.
D. Fringe Benefit	- 0 -

\$282,768.

## IV. CATEGORICAL BREAKDOWN OF PROJECT EXPENSES:

(Those cost figures displayed for the personnel and training categories are predicated on the basis of the standard contemporary NHPD twenty-six (26) week training program; equipment cost factors are indicative of the NHPD standard issue of clothing and hardware to patrolmen).

A. Personnel Costs:

Recruit Salaries (\$4,915. ea/40 recruits  
half-time) - - - - - \$196,600.

B. Training Costs:

1. Psychological Testing: (\$5.00 ea./40  
recruits) - - - - - 200.

2. Required Academic Curriculum \$351  
ea./ 40 recruits- - - - - 14,040.

a. Introductory Psychology - \$117.  
b. Introductory Sociology - 117.  
c. Minority Affairs - 117.  
\$351.

C. Equipment Costs:

The corresponding total figure per item listed  
below, is tabulated on the multiple of 40,  
representing the number of personnel the  
suggested program is designed to accommodate.

1.	1-Reefer Coat - \$88.50 ea.	\$ 3,540.00
2.	1-Blouse Coat - 74.00 ea.	2,960.00
3.	2-Summer Shirts (Blue) - 7.00 ea.	560.00
4.	2-Summer Shirts (White) - 6.75 ea.	540.00
5.	2-Winter Shirts (Blue) - 9.50 ea.	760.00
6.	2-Winter Shirts (White) - 6.95 ea.	556.00
7.	2-Winter Trousers - 22.50 ea.	1,800.00
8.	2-Summer Trousers - 20.50 ea.	1,640.00
9.	1-Raincoat & Cover - 34.00 ea.	1,360.00
10.	1-Gloves (Summer) - 1.00 ea.	40.00
11.	1-Gloves (Winter) - 2.60 ea.	104.00
12.	1-Tie (Black) - 1.15 ea.	46.00
13.	1-Tie (Blue) - 1.15 ea.	46.00
14.	1-Cap (Summer) - 5.00 ea.	200.00
15.	1-Cap (Winter) - 5.40 ea.	216.00
16.	1-Leather Jacket - 80.00 ea.	3,200.00
17.	1-Gas Mask - 20.00 ea.	800.00
18.	1-Riot Helmet - 40.00 ea.	1,600.00
19.	1-Mace Cannister - 12.00 ea.	480.00
20.	1-Revolver - 87.00 ea.	3,480.00
21.	1-4 channel portable radio - 1200.00 ea.	48,000.00
	TOTAL -----	\$71,928.00

APPENDIX B

Memorandum from Benjamin Goldstein,  
Deputy Director--Connecticut SPA,  
on Part-Time Police, dated February 16, 1973

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DATE: 2/16/73

TO: H.R. Sterrett, Executive Director      AGENCY: Connecticut Planning  
Committee on Criminal  
Administration

FROM: Benjamin Goldstein, Assistant      AGENCY: Same  
Director - Planning      TELEPHONE: 566-3500

SUBJECT: Part Time Police

General Comments:

An old idea, slightly modified, but outfitted in a new dress. The idea of police reserves took hold during the 20's, but really achieved its peak during World War II when manpower was in tremendous demand. Essentially the reserve consisted of older men ineligible for the service who for the most part carried out Civil Defense related duties. In most cases the reserves or auxiliaries were non-paid volunteers. The Connecticut State Police auxiliary system is a carry over from World War II. A second type of reserve, also originating in the 20's was the supernumerary one. In this case persons holding full time jobs were appointed, mostly through politics as supernumerary officers. They were paid for their labors but filled in for a regular officer on his day off. They were extensively used for VIP visits, private police assignments, or for crowd control at sporting events, parades etc. The supernumerary force was the reservoir from which vacancies on the regular force were filled. It was a condition of employment that the supernumerary would respond when summoned and he would work a full day or days as required.

It is impossible to provide an unequivocal answer as to measure of success. In some departments the concept worked well in others it was a bitter failure. Such factors as politics, agency leadership, community needs, crime incidence, and agency policies were determinants of success or failure.

With respect to the concept presented here, I feel the proposal is too sketchy to make any meaningful evaluation although I do harbor some negative bias as to possibility of success. In any event I pose the following reservations as well as outlining questions which need answering?

1. A precondition for further consideration of this proposal should include the police union's position. Since New Haven mentions an effort to get union concurrence they ought to proceed and determine their feelings. If it's negative, will New Haven go ahead with the program? What is the position of the city administration? How many years funding required before the city will pick up the bill?
2. The manner of deployment is important before I can reach a decision. If the parttimers are used as a unit or work individually I would under no circumstances fund the proposal. As outlined, they would work in high crime areas and thereby be exposed to a high volume of crimes such as muggings, street assaults and burglaries with the expectancy of making greater numbers of arrests than officers in other areas. Can you imagine the frequency of court appearances which would have an effect on the man's regular full time job. Before long he'd be looking the other way to insure getting to work at his regular occupation. The exposure to the court process is a marked disadvantage and limits the probability of success.
3. Work output - questionable.  
  
The man has been at work all day and unquestionably fatigue and physical stamina will come into play.
4. Personnel Procedures:  
  
Will parttimer be subject to regular work rules, procedures and disciplinary process? Assuming the man violates the rules will he willingly appear at hearings or before the Chief during the time he is supposed to work? If disciplined, the response may be different from the man who depends upon the job for his full livelihood. He may tell you to shine brass monkeys.



5. Under this concept where the normal training period is 26 weeks, it would take our part-timer a year to matriculate before he can put on the harness for street duty. Is this necessary if he works with a regular as a partner? If the part timer works alone, obviously he must partake of a longer training period. Predict a higher drop out rate for the guy who trains a year for a part-time job!
6. The New Haven police contract requires equal distribution of manpower by shift rather than assignment by demand for service (peak crime hours). By funding this project we condone, a bad management practice, that earlier police administrations got themselves into, New Haven should first attempt to legislate itself out of this dilemma just as New York City did when it had the chain of a three shift system around its neck. Pat Murphy went to the New York State legislature and had them enact a bill permitting the use of a fourth shift (6-2 A.M.) to meet peak crime needs.

Summary:

I would not make a commitment on what appears to be only a concept. This idea needs more meat on its bones.

BXG/sv

P.S. Joe Kenny sprung this idea on me in New Haven today. I responded positively but after thinking it out, the questions outlined above came to mind.

NEW HAVEN POLICE DEPARTMENT PART-TIME

POLICE CONCEPT

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IV	Categorical Breakdown of Project Expenses - - - - -	pg. 9-10



activity. Through project implementation the NHPD might attempt to determine, by evaluation and monitored data, if this expansion of police manpower has a direct contribution to establishing a reduction in the street crime incident rate.

As a spin-off objective of said project, the NHPD might afford each member of the part-time police contingent the opportunity to convert his partial law enforcement capacity to full-time status at such occasion as budgetary positions become available.

Recruitment and selection standards utilized to enroll and employ forty (40) finalists for the part-time police project would be more selective than contemporary (NHPD) acceptance standards. Special emphasis would be focused on an individual's academic and physical requisities. There is, as yet, no concrete acceptance criteria formulated which would apply to the project personnel selection process. Such criteria would be established by the appropriate appointing authority at a later stage of the planning process.

Upon acceptance of the forty (40) project enrollees, they would be exposed to a comprehensive training program which would, at minimum, be identical to the present NHPD 26 week

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Unfortunately, as is the case in most police departments nationally, contract restrictions all but totally exclude the assignment of manpower in time periods consistent with the occurrence of criminal activities. The department is presently addressing itself to this stifling effect on progressive law enforcement tactics but does not foresee any viable

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Following an analysis of the proposal by NHPD union representatives, a general inter-department pronouncement would be issued to rank and file NHPD personnel to provide a categorical delineation of the project in terms of goals and objectives. Emphasis would be focused on the inherent

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JMS/frv

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D. Fringe Benefit	- 0 -
	<u>\$282,768.</u>

### IV. CATEGORICAL BREAKDOWN OF PROJECT EXPENSES:

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Recruit Salaries (\$4,915. ea/40 recruits half-time) - - - - - \$196,600.

#### B. Training Costs:

1. Psychological Testing: (\$5.00 ea./40 recruits) - - - - - 200.
2. Required Academic Curriculum (\$351 ea./40 recruits) - - - - - 14,040.
  - a. Introductory Psychology - \$117.
  - b. Introductory Sociology - 117.
  - c. Minority Affairs - 117.  
\$351.

C. Equipment Costs:

The corresponding total figure per item listed below, is tabulated on the multiple of 40, representing the number of personnel the suggested program is designed to accommodate.

1.	1-Reefer Coat - \$88.50 ea.	\$3,540.00
2.	1-Blouse Coat - 74.00 ea.	2,960.00
3.	2-Summer Shirts (Blue) - 7.00 ea.	560.00
4.	2-Summer Shirts (White)- 6.75 ea.	540.00
5.	2-Winter Shirts (Blue) - 9.50 ea.	760.00
6.	2-Winter Shirts (White)- 6.95 ea.	556.00
7.	2-Winter Trousers - 22.50 ea.	1,800.00
8.	2-Summer Trousers - 20.50 ea.	1,640.00
9.	1-Raincoat & Cover - 34.00 ea.	1,360.00
10.	1-Gloves (Summer) - 1.00 ea.	40.00
11.	1-Gloves (Winter) - 2.60 ea.	104.00
12.	1-Tie (Black) - 1.15 ea.	46.00
13.	1-Tie (Blue) - 1.15 ea.	46.00
14.	1-Cap (Summer)- 5.00 ea.	200.00
15.	1-Cap (Winter)- 5.40 ea.	216.00
16.	1-Leather Jacket- 80.00 ea.	3,200.00
17.	1-Gas Mask - 20.00 ea.	800.00
18.	1-Riot Helmet - 40.00 ea.	1,600.00
19.	1-Mace Cannister - 12.00 ea.	480.00
20.	1-Revolver - 87.00 ea.	3,480.00
21.	1-4 channel portable radio - 1200.00 ea.	48,000.00
TOTAL -----		\$71,928.00

**END**

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