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STAFF STUDY
DECENTRALIZATION
OF THE
BURGLARY FUNCTION

PROPERTY CRIMES SECTION
LAS VEGAS METROPOLITAN POLICE DEPARTMENT

NCJRS
OCT 30 1989
ACQUISITIONS

DECENTRALIZATION FEASIBILITY STUDY

JANUARY 1, 1989

INTRODUCTION

The authors of the following report seek to compare, by use of statistical analysis, present manpower allocations of the Las Vegas Metropolitan Police Department Detective Bureau to those found in other law enforcement agencies, with special emphasis on the Auto Theft, Burglary and Larceny units.

The data contained in this report was derived from contacts made with forty-two police agencies and consists of population size, number of police employees, number of detectives, and assigned caseloads of Detectives.

BURGLARY DECENTRALIZATION STUDY

July 19, 1989

POLICE AGENCY COMPARISONS

"In view of differing service requirements and responsibilities of Police Departments in the nation, care should be used when attempting any comparison of law enforcement employee rates". This is a quote from "The Uniform Crime Report", 1988, Page 228 which shows that our Department should have 2.8 Police Officers for each thousand population. We have 1.5 Police Officers for each thousand population.

Of 28 cities checked for this study, we rank fourth from the bottom, just ahead of San Bernardino, California; Mesa, Arizona; and Omaha, Nebraska; in Commissioned Officers per 1,000 inhabitants.

Detectives that handle general investigative functions were counted. These functions included homicide, robbery, rape, larceny, burglary, fraud and forgery. Detectives in specialized areas like vice, narcotics and intelligence were not counted.

PRELIMINARY FINDINGS

A March, 1989, Detective Allocation Study completed by Lieutenant Mahony and Sergeant Hammack studied manpower and caseloads of Police Departments in seven western cities. Some conclusions were developed.

A reasonable manpower allocation plan to assign one Detective for each seven Police Officers on the Department must first be accomplished. Decentralizing seven Burglary Detectives and one Sergeant is not logical since there are not enough investigators to go around now.

BURGLARY STATISTICS

A Crime Analysis Report of March 1989, shows Northeast Area with 2,348 burglaries, Southeast Area with 2,944 burglaries, and the West Area with 2,522 burglaries. This balance would effect manpower deployment if we tried to divide the Burglary Detail among the three areas of command. These ratios do not remain constant and that fact would create a disparity in the number of cases logged per investigator at each substation.

BURGLARY DECENTRALIZATION STUDY

INTERVIEWS WITH EXPERTS

Three interviews were documented with police experts who explained the complexity of decentralization efforts. Captain Richards of Houston, Texas, Jan Chaiken of the Rand Corporation, and John Eck of the Police Executive Research Forum brought new perspectives to the study.

Captain Richards saw decentralization as a slow process where Detective's time usage needed to be evaluated to improve investigations.

Mr. Chaiken saw adequate manpower as the key issue to the success of decentralization.

Mr. Eck stated the preliminary investigation of Patrol Officers is what usually makes or breaks a case. Problem identification by staff may resolve concerns and bypass reorganization change which is complex and expensive.

The common theme of these experts appears to be providing adequate investigative man hours to the caseload.

DATA COLLECTION

Fifty-three sources were checked to obtain input on decentralization. Three memoranda discussing decentralization concerns were used to give direction to the study.

COMMENTS FROM OTHER JURISDICTIONS

Twenty-eight cities were contacted, and some of their comments are logged for review. Two questionnaires were used. The first form requested demographic information. If the Department had been involved in decentralization, four additional questions were asked. The second questionnaire was intended for those agencies indicating involvement with decentralization and requested their evaluation of the concept.

Burglary Detectives at Substations do not communicate easily with other Detectives. The Supervisory Chain-of-Command suffers. Span of control, unity of command, space allocation, phones, desks, copy equipment, and clerical staff problems need to be addressed. All decentralized Departments have experienced these areas of concern. Citizens would become confused if Detective functions are divided. Criminal information storage and retrieval would be a problem. Poor paper flow will further complicate records keeping and case submissions.

BURGLARY DECENTRALIZATION STUDY

In order for decentralization to work, policy, procedure, and a communications network need to be developed first. We would be replacing Detectives in specific areas with generalists doing a larger number of tasks. Detectives at Substations, when adequately staffed, communicate more readily with Patrol Officers, are closer to their area, and seem to take a more personal interest in their job.

ACCEPTANCE LEVELS ON DECENTRALIZATION

Nine cities gave a positive reaction to decentralization. Six cities surveyed have experienced a number of problems with decentralization. As of now, Atlanta, Phoenix, and Denver are reversing their decentralization efforts due to implementation problems and cost.

Atlanta had a one year trial period of decentralized Detectives, but the program was abandoned. They have 236 Detectives, 1,450 Commissioned Officers and a population of 430,000.

Austin is not planning to decentralize detective functions, but hopes to be nationally accredited by the end of this year. Austin is facing the same accreditation problems encountered by the Las Vegas Metropolitan Police Department. The Director of Research and Planning saw population size of the community as a major factor deciding when detective functions need to be decentralized.

Austin has 478,000 population, 196 Detectives, and 761 total commissioned personnel. These figures show 2.88 Officers for each Detective position.

Cincinnati has been decentralized for 25 years. One hundred (100) Detectives work five precincts, handling robbery and burglary crimes. Fifty (50) Investigators work out of the Main Station. There are 150 Detectives and 736 Commissioned Officers.

The Central Station Detectives handle burglary and auto theft crimes, and have experienced duplication of effort on some cases with Detectives at the Substations. The Substation Detectives at times withhold information to make an arrest so that they look better than Main Station Detectives.

Dallas has been decentralized for 10 years. 2,424 commissioned Police Officers work in the community of 1,010,000 people, and covers 260 square miles. Communication has improved, but unity of command problems did occur.

Denver, with 150 square miles, has been decentralized for 14 years. Thirty-two (32) Detectives, including supervisors, work the four districts and handle larceny, burglary, and narcotics cases. Problems with decentralization caused the program to be cut in

BURGLARY DECENTRALIZATION STUDY

half last year. Lack of space, telephones, desks, citizen confusion, and other factors affected the division.

Phoenix has a population of 945,000. The Police Department has 2,602 employees. There are 1,960 Commissioned with 317 Detectives. Poor coordination between Detective Personnel and span of control problems forced the switch back to centralized control. That conversion was completed on July 3, 1989.

San Francisco has a population of 760,000 and 1,773 Commissioned Officers. There are roughly 27 inspectors at precincts, out of a total of 209 inspectors.

POSITIVE AND NEGATIVE REMARKS

Positive and negative remarks are in summary form for review. There are five positive and sixteen negative points brought out by the study.

SUMMARY GRAPH

A summary graph shows forty-three cities including Las Vegas and gives nine different criteria for comparison. Bar graphs that follow help explain our lack of personnel.

GRAPHIC INTERPRETATIONS

We picked a core of cities from those surveyed to graph by population and other characteristics close to our Department. Nashville and Jacksonville are consolidated agencies. Austin, Nashville, Jacksonville, and Phoenix are in the process of national accreditation. The mean population was set by computer analysis and we took the cities with the population closest to the mean.

We compared the number of Police Officers to Detectives in a number of cities across the nation. Figures show the average ratio is 5.55 Police Officers for each Detective. Our Department has 13.08 Police Officer for each Detective.

This shows we need to double the number of Detectives in the Bureau. A graphic display of these statistics *is included later in this report.*

There are two graphs, *Number of Uniform Officers/Detectives and Number of Uniform Officers/Detectives Per Thousand* which show we are out of step with the rest of the cities surveyed.

BURGLARY DECENTRALIZATION STUDY

CONCLUSION

Acknowledging the diverse missions, goals, and objectives of the various Police Departments studied, the committee sought to compare as many agencies as possible in an effort to base its findings on the most representative survey data available.

Through telephone or personal contact with different agencies, data regarding the manpower allocations of each agency in relation to civilian population size was obtained. The results are listed and the agencies indicate we are fourth from the bottom in ranking. The column entitled "Officers per 1,000 population" shows 43 Police Departments and contains these figures.

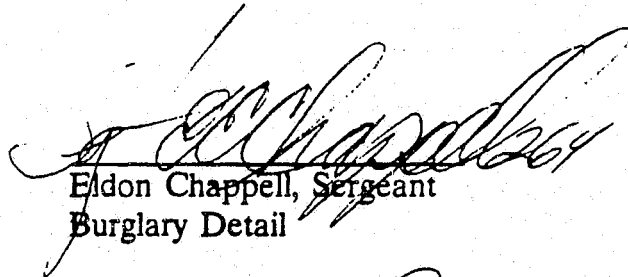
This Department's ranking was 1.5 Commissioned Officers per 1,000 persons. The figure used represents only the static population and does not take into account the influx of up to 150,000 tourists who visit this agency's jurisdiction on a weekly basis.

Based on our preliminary findings, any further research to decentralize the burglary function would not be warranted at this time.

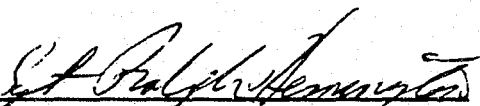
Respectfully submitted,



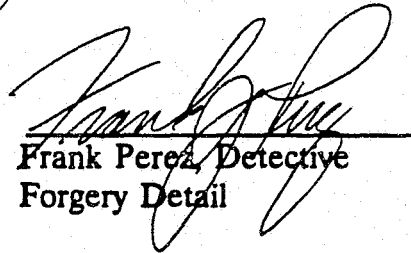
Dan Mahony, Lieutenant
Property Crimes Section




Eldon Chappell, Sergeant
Burglary Detail



Ralph Hemington, Sergeant
General Assignment Detail



Frank Perez, Detective
Forgery Detail



Paul Figlia, Detective
Administration Detail

**COMMENTS SUMMARY
OF
POSITIVE AND NEGATIVE
ASPECTS OF
BURGLARY DECENTRALIZATION**

POSITIVE REMARKS ABOUT DECENTRALIZED DETECTIVE BUREAUS

1. Detectives communicate easier with Officers in the field because they work out of the same building.
2. Detectives know their area better and feel they want to do a good job.
3. Detectives may develop more empathy with victims and take a personal interest in their cases.
4. Detectives become generalists and are more flexible because of the varied cases and smaller teams working the substations.
5. Detectives at Substations located over 50 miles from a centralized bureau put people close to their work.

NEGATIVE REMARKS ABOUT DECENTRALIZED DETECTIVE BUREAUS

1. Communications between Detectives at the Main headquarters and substations is poor.
2. The span of control for Detective Supervisors at the Main Station supervising Detectives at Substations is unworkable.
3. Patrol Captains supervising substations do not actively assist Detectives because Patrol priorities come first.
4. Detective needs involving men and assignments are secondary to Patrol needs.
5. Space allocation, telephones, desks, copy equipment, and clerical staff are not readily available to Detectives assigned to substations.
6. Citizens are continuously being routed improperly between the Main Headquarters and Substations which frustrates them.
7. Criminal information storage, analysis, and statistics files are not kept current because data is not sent to the Main Headquarters on a timely basis.
8. One department hired a staff of couriers to route mail 24 hours a day to substations due to the paper flow problem.
9. Poor paper flow between Detectives at substations and Main Stations show a need for a computer hook-up to speed information flow.
10. There is a lack of a specific policy explaining who is responsible for the various types of crime investigations.
11. A procedure needs to be developed to maintain communication between Detectives at the various substations.
12. Decentralization is a very expensive, complicated process.
13. Control of Detective activities by supervisors is less effective when Detectives are at substations and supervisors at Headquarters because unity of command problems will develop.

14. "Thorough preliminary investigation (by Patrol Officers) have a greater total impact on criminal apprehension than do follow-up (Detective) investigation activities." *LOCAL GOVERNMENT POLICE MANAGEMENT, Page 161.*
15. Larceny cases are divided by type of crime and not area. The expertise in shoplifting, pickpockets, hotel/motel thefts would lessen as generalist investigators would be needed.
16. Balance of caseload between Detectives will not be easy due to the rate of crime changing between Substations. Substations do not experience equal amounts of criminal activity.

**DECENTRALIZATION FEASIBILITY STUDY
COMMENTS by OTHER JURISDICTIONS**

August 25, 1989

The mathematical calculation takes the number of commissioned officers minus the number of detectives and then divides by the number of detectives. This data was used for the Burglary Decentralization Study.

ATLANTA, GEORGIA

Atlanta had a one year trial period of decentralized detectives, but the program was disbanded. They have 236 detectives, 1,450 commissioned officers and 430,000 population. *This shows a 5.14 officers for each detective position.*

AUSTIN TEXAS

Austin is not planning to decentralize detective functions but hopes to be nationally accredited by the end of this year. The Director of Research and Planning sees population size of the community as a major factor deciding when detective functions need to be decentralized. Austin has 478,000 population, 196 detectives and 761 total commissioned personnel. *These figures show 2.88 officers for each detective position.*

CINCINNATI, OHIO

Cincinnati has been decentralized for 25 years. 100 Detectives work five precincts, handling robbery and burglary crimes. 50 Investigators work out of the main station. There are 150 detectives and 886 commissioned officers. *These statistics show 4.91 officers for each detective position.*

The Central Station detectives handle burglary and auto theft crimes, and have experienced duplication of effort on some cases with detectives at the substations. The substation detectives at times withhold information to make an arrest so that they look better than Main Station detectives.

DALLAS, TEXAS

Dallas has been decentralized for 10 years. 2,400 commissioned police officers work in the community of 1,010,000 people, and 260 square miles. Communication has improved, but unity of command problems did happen. A civilian commission on improvement recommended decentralization. *The 2,400 commissioned officers and 381 detectives show 5.30 officers for each detective position.*

DENVER, COLORADO

Denver, with 150 square miles, has been decentralized for 14 years. 32 Detectives, including supervisors work the four districts and handle larceny, burglary, and narcotics cases. Problems with decentralization caused the program to be cut in half last year. Lack of space, telephones, desks, citizen confusion, and other factors affected the division. *There are 210 detectives, 1,341 commissioned officers and these figures show 5.39 officers for each detective position.*

FORT WORTH, TEXAS

Forth Worth is instituting an 8 year detective decentralization plan. Only auto theft, burglary and larceny will be handled in outer precincts. The Detective Bureau Commander will be in control of these detectives. Central detectives will control commercial auto theft, wrecking yard crime, and investigation records. *There are 172 detectives, 952 officers and this shows 4.53 officers for each detective position.*

HOUSTON, TEXAS

Houston is partly decentralized under a plan started last year. 47 Detectives work four substations, handling mostly burglary and theft cases. The city has 1,800,000 people and encompasses 579 square miles. *There are 748 detectives, 4,092 commissioned officers and this shows 4.47 officers for each detective position.*

DECENTRALIZATION FEASIBILITY STUDY

KANSAS CITY, MISSOURI

Kansas City is decentralized, but the Detective Bureau Captain keeps central control. *There are 1,113 commissioned officers and 176 Detectives, This shows 5.32 officers for each detective position.*

MEMPHIS, TENNESSEE

Memphis has decentralized detectives assigned to four precincts, handling non-violent and property crimes. A Detective Captain oversees their activities. *There are 180 detectives and 1,231 commissioned officers. These figures show 5.84 officers for each detective position.*

MINNEAPOLIS, MINNESOTA

Minneapolis has a population of 350,000 and has 757 officers with 171 detectives. Their detectives are decentralized in property crimes. Detectives are assigned to each precinct commanded by a Captain or Inspector. Detectives are supervised by a plain clothes lieutenant. *There are 3.43 officers for each Detective position.*

NEW ORLEANS, LOUISIANA

New Orleans has a population of 565,000 with 1,350 commissioned officers and 137 investigators. Their centralized investigators handle homicides, rapes, arson, and business robberies. They have 8 decentralized districts with approximately 8 to 10 detectives assigned to each district, commanded by a captain or lieutenant.

District detectives handle property crimes and low grade robberies. Clarifying responsibilities as to who will handle what type of crime has been a problem. *There are 8.85 officers for each detective position.*

DECENTRALIZATION FEASIBILITY STUDY

OMAHA, NEBRASKA

Omaha has a population of 400,000 with 618 commissioned officers at 6 decentralized stations. They have a central detective bureau commanded by a Deputy Chief. Central Detectives cover 2 shifts. In addition, each station has 7 or 8 detectives for three shifts. *The total number of detectives is 133. There are 3.65 officers for each detective position.*

RIVERSIDE, CALIFORNIA

Riverside County Sheriff's Office covers a large area with a population of 480,000 and they have 855 commissioned officers with 89 detectives. Their detectives are all decentralized and handle all crimes except homicide. Their homicide investigators are under one command. They have 6 substations, each under the command of a captain. *There are 8.61 officers for each Detective position.*

ROCHESTER, NEW YORK

Rochester has a population of 240,000, 625 commissioned officers and 71 detectives. They have 6 section offices, each commanded by a captain with 3 platoons. Each platoon has investigators who report to the platoon sergeant. They also have a central detective bureau which is responsible for investigation of major crimes. *There are 7.80 officers for each Detective position.*

SAN BERNARDINO, CALIFORNIA

San Bernardino County Sheriff's jurisdiction has a population of 796,000 thousand. They have 11 stations, five substations, 1,000 officers, and 135 detectives. Their central detective bureau handles homicides, juvenile crimes, frauds, and forgeries. All other investigations are handled at the decentralized stations with station detectives reporting to station commanders. *There are 6.41 officers for each Detective position.*

PHOENIX, ARIZONA

Phoenix has a population of 945,000. The Police Department has 2,602 employees, 1,960 commissioned with 318 Detectives. Poor coordination between Detective personnel and span of control problems forced the switch back to central control. Transfer will be complete on July 3, 1989. *There is a rate 5.16 officers to each Detective.*

DECENTRALIZATION FEASIBILITY STUDY

SAN DIEGO, CALIFORNIA

San Diego has a population of 1,058,702. The Police Department has 2,384 employees with 1,800 commissioned and 322 detectives. They have 7 precincts, each commanded by a captain. Detectives are assigned to each station and handle all crimes except homicide, robbery and sex crimes, which are assigned to central detectives. All outgoing paperwork from each station is distributed by couriers. *There are 4.59 officers for each detective position.*

SAN FRANCISCO, CALIFORNIA

San Francisco has a population of 760,000 with 1,773 commissioned officers. *They have 209 detectives, who are assigned to a central detective bureau for a rate of 7.48 officers per detective.*

ST. LOUIS, MISSOURI

St. Louis has a population of 405,000 and the police Department has 1,561 commissioned officers, including 160 detectives. They have nine precincts and one downtown headquarters. Each precinct has 16 to 20 detectives, who handle all property crimes, robberies, and assaults occurring in their respective areas.

They also have a centralized detective bureau at headquarters that is responsible for homicides, sexual assaults and juvenile crimes.

They feel decentralization gives area commanders more control in how their area is run and better direction from preliminary crime investigations they follow up.

However, serious crimes that occur in several divisions are difficult to investigate due to lack of coordination and cooperation between commands. There are 8.75 officers for each detective position.

DECENTRALIZATION FEASIBILITY STUDY

TUCSON, ARIZONA

Tucson has a population of 375,000 and the police department has 938 employees, with four precincts. 748 of the employees are commissioned with 87 detectives and *54 patrol officer investigators*. They have investigators assigned in each precinct for a period of one year, after which they return to uniform.

Tucson also has a central criminal investigation division that is responsible for case filings on homicides, fraud, robbery, sexual assault, and child abuse cases. They also have a special unit that handles all burglaries.

All other crimes, including misdemeanors, are handled by substation investigators. The investigators are under the substation captain's command. *There are 7.60 officers for each Detective position.*

DECENTRALIZATION FEASIBILITY STUDY

POLICE AGENCY DECENTRALIZATION SURVEY

AGENCY	EMPLOY- EES	COMMIS- SIONED	POPULA- TION	DETECT- IVES	DETECTIVES DECENTRALIZED	POLICE TO DETECTIVES	COMM. OFF. TO POP.	OFF.'S PER 1,000 POP.	DET.'S PER 1,000 POP.	POP. PER DET.
LAGUNA BEACH, CA	70		19,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
GRAND JUNCTION, CO	93		33,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
GARDENA, CA	104		50,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
HUNTINGTON PARK, CA	92		56,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
INGLEWOOD, CA	286	183	105,000		NO	#DIV/0!	573.8	1.743	0.000	#DIV/0!
EUGENE, OR	224		106,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
GARDEN GROVE, CA *	215		138,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
GLENDALE, CA	259		157,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
KANSAS CITY, KS	429		163,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
SALT LAKE CITY, UT	437	327	170,000	49	NO	5.67	519.9	1.924	0.288	3,469
LITTLE ROCK, AR	382	323	182,000		NO	#DIV/0!	563.5	1.775	0.000	#DIV/0!
HUNTINGTON BEACH, CA	348		188,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
DES MOINES, IA	435		190,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
ROCHESTER, NY *	725	625	240,000	71	YES	7.80	384.0	2.604	0.296	3,380
ANANEIM, CA	457		243,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
MESA, AZ	545	360	300,000	80	YES	3.50	833.3	1.200	0.267	3,750
MINNEAPOLIS, MN	827	757	350,000	171	YES	3.43	462.4	2.163	0.489	2,047
OAKLAND, CA	904		356,217		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
CINCINNATI, OH	1,105	886	373,000	150	YES	4.91	421.0	2.375	0.402	2,487
TUCSON, AZ	938	748	375,000	87	YES	7.60	501.3	1.995	0.232	4,310
OMAHA, NE	748	618	400,000	133	YES	3.65	647.2	1.545	0.333	3,008
ST LOUIS, MO	2,076	1,561	405,000	160	YES	8.75	259.4	3.854	0.395	2,531
PORTLAND, OR	975		420,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
ATLANTA, GA	1,927	1,450	430,000	236	NO	5.14	296.6	3.372	0.549	1,822
FORT WORTH, TX	1,247	952	432,000	172	YES	4.53	453.8	2.204	0.398	2,512
KANSAS CITY, MO	1,708	1,113	444,000	176	YES	5.32	398.9	2.507	0.396	2,523
OKLAHOMA CITY, OK	985		450,000		NO	#DIV/0!	#DIV/0!	0.000	0.000	#DIV/0!
AUSTIN, TX	1,085	761	478,000	196	NO	2.88	628.1	1.592	0.410	2,439
INDIANAPOLIS, IN	1,327	976	478,693	237	NO	3.12	490.5	2.039	0.495	2,020
RIVERSIDE, CA	1,280	855	480,000	89	YES	8.61	561.4	1.781	0.185	5,393
NASHVILLE, TN	1,349	1,064	500,000	173	NO	5.15	469.9	2.128	0.346	2,890
SEATTLE, WA	1,708	1,179	500,000	181	NO	5.51	424.1	2.358	0.362	2,762
DENVER, CO	1,614	1,341	510,000	210	YES	5.39	380.3	2.629	0.412	2,429
NEW ORLEANS, LA	1,736	1,350	565,000	137	YES	8.85	418.5	2.389	0.242	4,124
JACKSONVILLE, FL	1,956	1,154	630,000	123	NO	8.38	545.9	1.832	0.195	5,122
MEMPHIS, TN	1,658	1,231	660,000	180	YES	5.84	536.1	1.865	0.273	3,667
LAS VEGAS, NV	1,565	1,042	664,189	74	NO	13.08	637.4	1.569	0.111	8,976
SAN FRANCISCO, CA	2,550	1,773	760,000	209	YES	7.48	428.7	2.333	0.275	3,636
SAN BERNARDINO, CA	1,409	1,000	796,000	135	YES	6.41	796.0	1.256	0.170	5,896
PHOENIX, AZ *	2,602	1,960	945,000	318	NO	5.16	482.1	2.074	0.337	2,972
DALLAS, TX	2,960	2,400	1,010,000	381	YES	5.30	420.8	2.376	0.377	2,651
SAN DIEGO, CA	2,384	1,800	1,058,702	322	YES	4.59	588.2	1.700	0.304	3,288
HOUSTON, TX *	5,555	4,092	1,800,000	748	YES	4.47	439.9	2.273	0.416	2,406

- 17 -

* - accredited

#DIV/0! means no computation is available for that entry block.

DECENTRALIZATION FEASIBILITY STUDY

AGENCIES WHICH HAVE ACCEPTED DECENTRALIZATION

JANUARY 1, 1989
POSITIVE ACCEPTANCE

AGENCY	POPULATION	COMM. OFFICERS	DETECTIVES	RATIO: DETECTIVES TO COMMISSIONED OFFICERS
<i>HOUSTON, TX.</i>	1,800,000	4,092	748	4.47
<i>KANSAS CITY, MO.</i>	444,000	1,113	176	5.32
<i>LOS ANGELES, CA.</i>	3,341,726	7,743	970	6.98
<i>MEMPHIS, TN.</i>	660,000	1,231	180	5.84
<i>OMAHA, NE.</i>	400,000	618	133	3.65
<i>RIVERSIDE, CA.</i>	480,000	855	89	8.61
<i>ROCHESTER, NY.</i>	240,000	625	71	7.80
<i>SAN BERNARDINO CA.</i>	796,000	1,000	135	6.41
<i>SAN DIEGO, CA.</i>	1,058,702	1,800	322	4.59

DECENTRALIZATION FEASIBILITY STUDY

ACCEPTANCE OF PARTIAL DECENTRALIZATION

JANUARY 1, 1989

MINNEAPOLIS, MN.	350,000	757	171	3.43
NEW ORLEANS, LA.	565,000	1,350	137	8.85
TUCSON, AZ.	375,000	748	**87	7.60
FORT WORTH, TX.	432,000	952	172	4.53

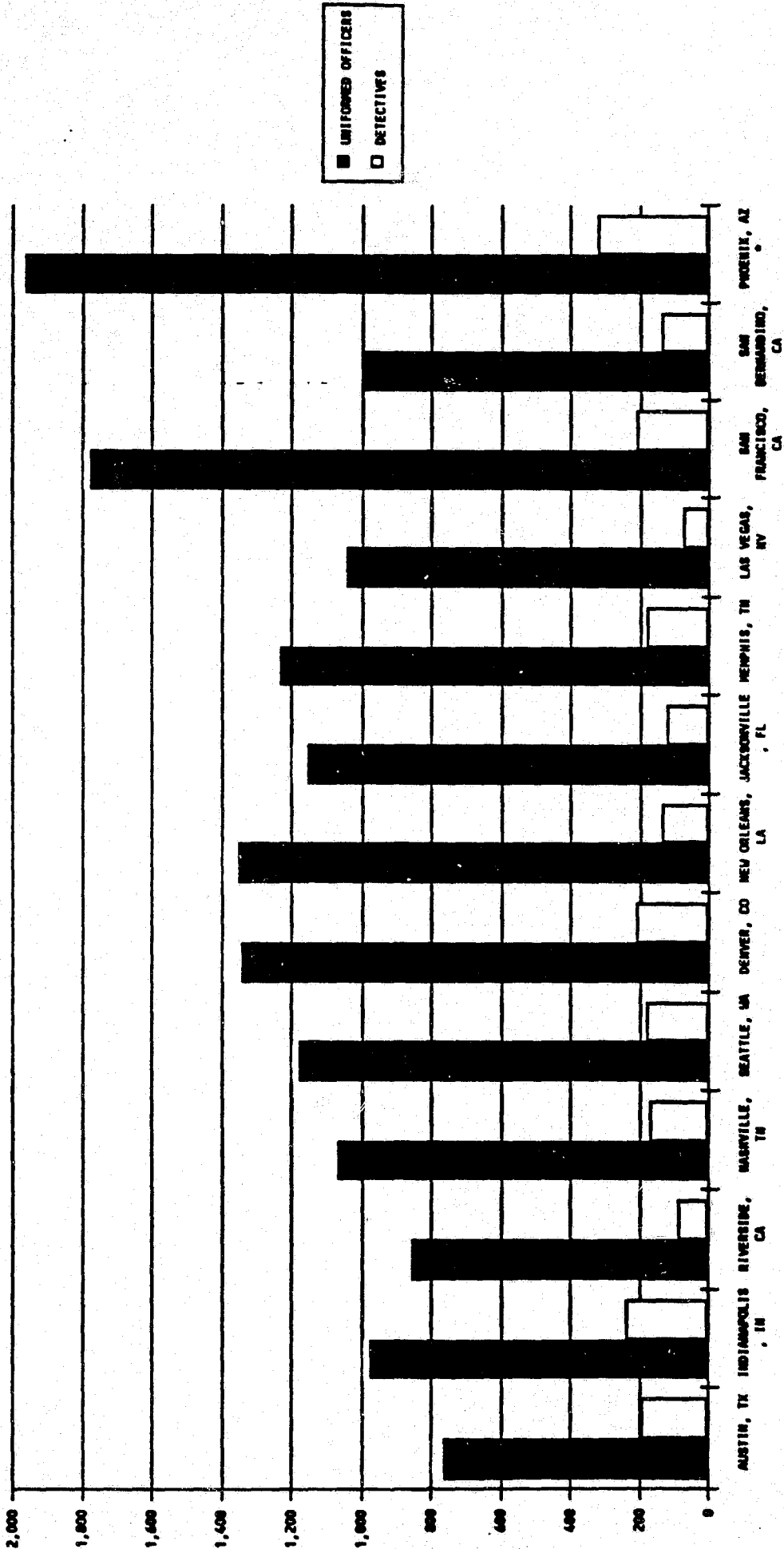
**** PLUS 54 PATROL
OFFICER INVESTIGATORS**

DECENTRALIZATION FEASIBILITY STUDY
EXPERIENCED PROBLEMS WITH DECENTRALIZATION

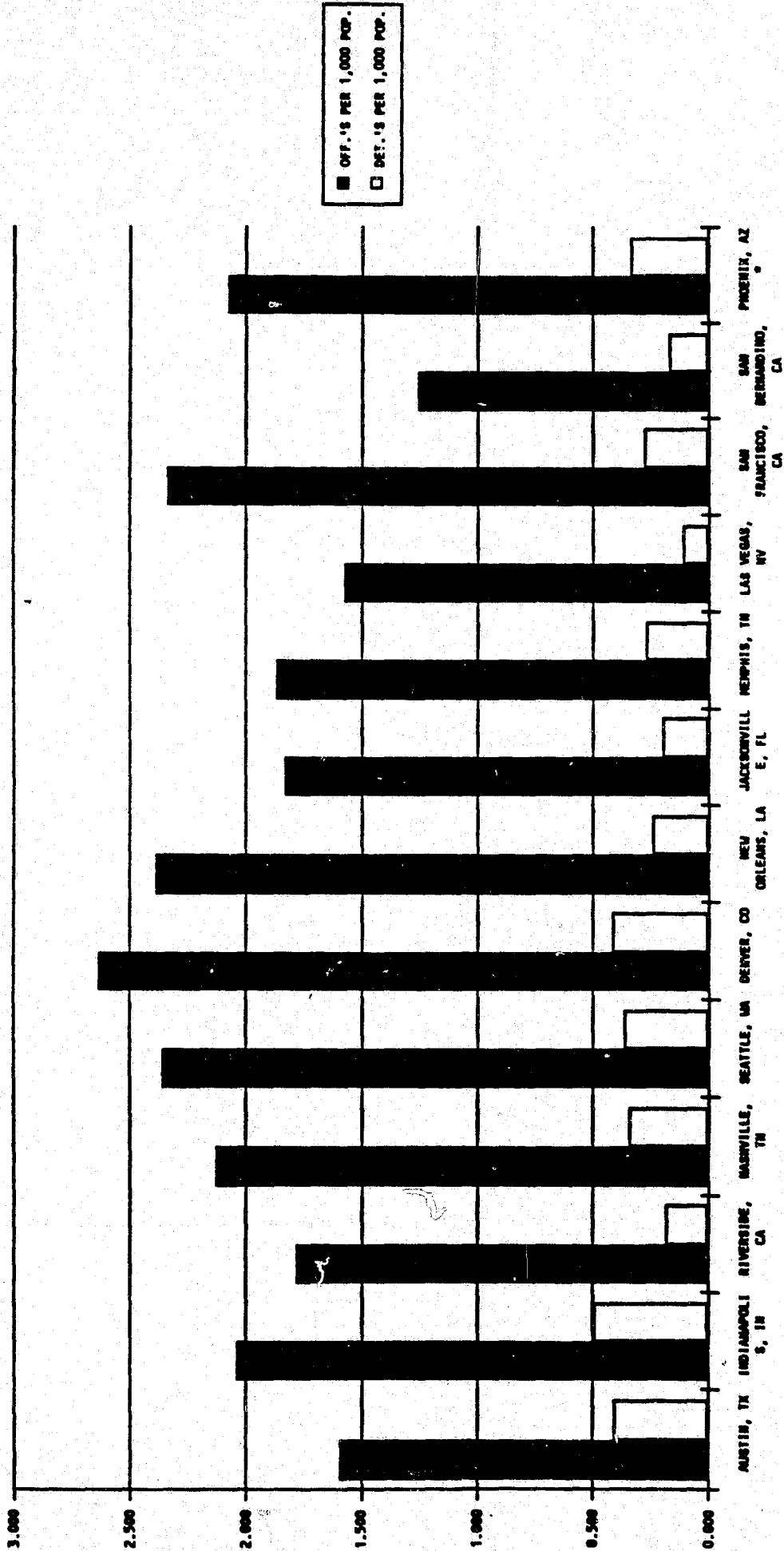
JANUARY 1, 1989

AGENCY	POPULATION	COMM. OFFICERS	DETECTIVES	RATIO
<i>CINCINNATI OH.</i>	373,000	886	150	4.91
<i>PHOENIX, AZ.</i>	945,000	1,960	318	5.16
<i>DALLAS, TX.</i>	1,010,000	2,400	381	5.30
<i>DENVER, CO.</i>	510,000	1,341	210	5.39
<i>ST. LOUIS MO.</i>	405,000	1,561	160	8.75
<i>SAN FRANCISCO CA.</i>	760,000	1,773	209	7.48

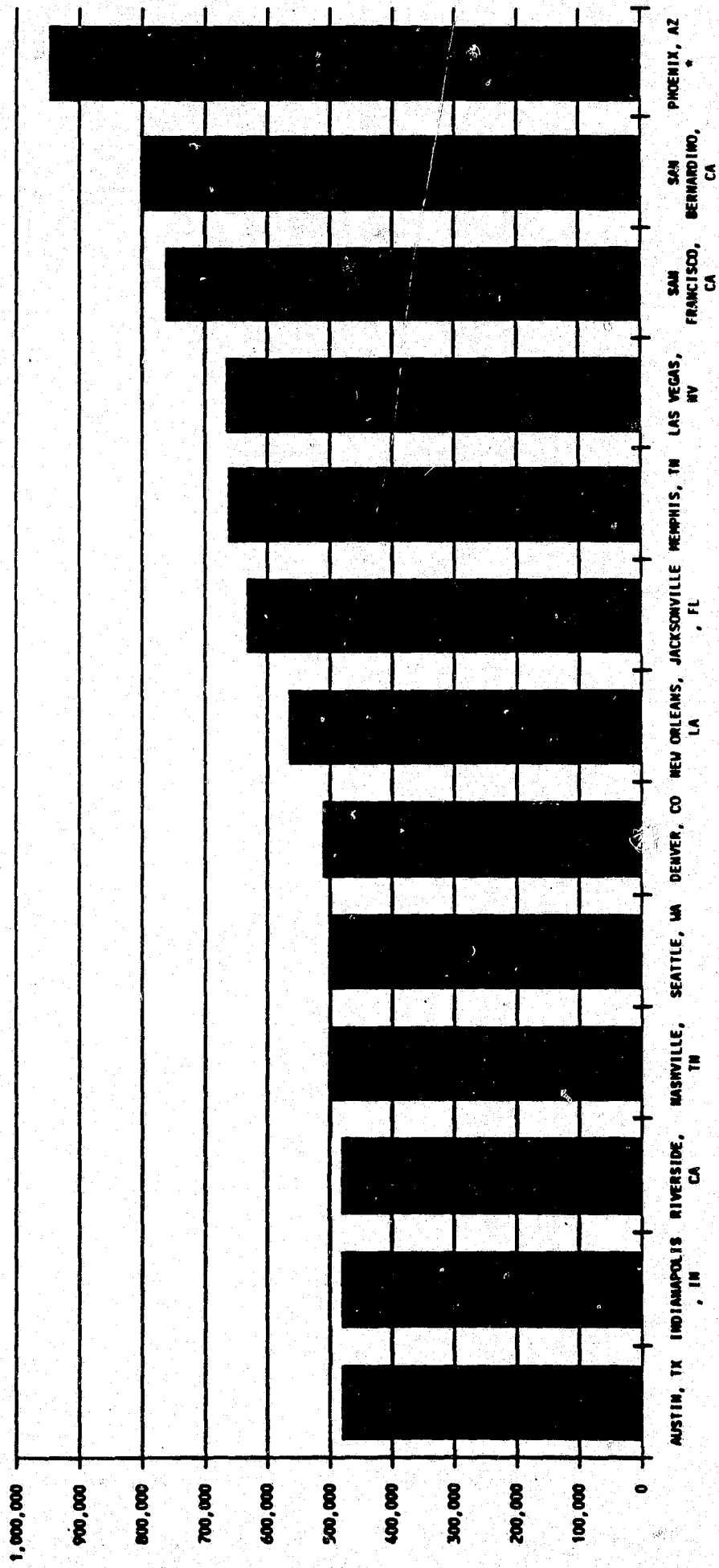
NUMBER OF UNIFORMED OFFICERS TO DETECTIVES



NUMBER OF UNIFORMED OFFICERS/DETECTIVES PER THOUSAND POPULATION



POPULATION



DECENTRALIZATION FEASIBILITY STUDY

AGENCIES SURVEYED

JANUARY 1, 1989

1. AUSTIN, TEXAS. POLICE DEPT.	VAUGHN CAMACHO	512-480-5006
2. INDIANAPOLIS, IN. POLICE DEPT.	LT. RENO	317-236-3282
3. RIVERSIDE, CO. CA. SHERIFF'S DEPT.	CAPT. HANSEN	714-924-3221
4. NASHVILLE, TN. POLICE DEPT.	NANCY HERTH	615-862-7368
5. SEATTLE, WA. POLICE DEPT.	LT. KELSIE	206-386-1860
6. DENVER, CO. POLICE DEPT.	CHIEF KENNEDY	303-575-3779
7. NEW ORLEANS, LA. POLICE DEPT.	DIRECTOR RUSSEL	504-826-5183
8. JACKSONVILLE FL. (METRO) POLICE DEPT.	CHUCK ALSOBROOK	904-630-2135
9. MEMPHIS, TN. POLICE DEPT.	LT. COCHRAN	901-576-2586
10. SAN FRANCISCO, CA. POLICE DEPT.	OFF. GILASPIE	415-553-1484

11. SAN BERNARDINO CO. CA. SHERIFF'S DEPT.	SGT. GRIGGS	714-387-3445
12. PHOENIX, AZ. POLICE DEPT.	KELLY KERR	602-262-6925
13. HOUSTON, TX. POLICE DEPT.	SGT. HASSER DENNIS RICHARDS	713-247-5776
14. LOS ANGELES, CA. POLICE DEPT.	DET. E. REYNOLDS	213-485-3860
15. DALLAS, TX. POLICE DEPT.	DET. STALLO	214-670-4906
16. ATLANTA, GA. POLICE DEPT.	MAJ. OLIVER	404-658-6600
17. CINCINNATI, OH. POLICE DEPT.	SPECIALIST CARDONE	513-352-3536
18. FORT WORTH, TX. POLICE DEPT.	CAPT. DAVIS	817-877-8358
19. LITTLE ROCK, AK. POLICE DEPT.	CAPT. WATTERS	501-371-4621
20. KANSAS CITY, MO. POLICE DEPT.	SGT. ROBERTS	816-234-5010
21. KANSAS CITY, KS. POLICE DEPT.	CAPT. DILLON	913-573-6010
22. SAN DIEGO, CA. POLICE DEPT.	LINDA DEDERMAN	619-531-2118
23. OAKLAND, CA. POLICE DEPT.	LT. UBBEN	415-273-3455

24. ANAHEIM, CA.
POLICE DEPT.

DARLENE PLAZA

714-999-1904

25. SALT LAKE
CITY, UT.
POLICE DEPT

PEGGY STANLEY

801-799-3555

PERSONS INTERVIEWED

26. LAS VEGAS, NV. UNIV.OF NV.LV.	JOHN HORVATH	702-739-3731
27. LONG BEACH, CA.	SGT. T. RICHINS	213-485-3860
28. PORT ST.LUCIE, FL.	CHIEF KERLIKOWSKI	407-878-7000
29. TULSA, OK.	LT. PUTNUM	918-588-9378
30. AURORA, CO.	CHIEF WILLIAMS	303-340-2202
31. CAMBRIDGE, MA.	JAN CHAIKEN	617-492-7100
32. MESA, AZ.	LT. BAKER	602-644-2094
33. NEW ORLEANS, LA.	J. RUSSEL DIRECTOR	504-826-5183
34. POLICE EXECUTIVE RESEARCH FORUM	DARREL W. STEPHENS EXEC. DIRECTOR	202-466-7820
35. FEDERAL BUREAU INVESTIGATION	TOM ANDERSON S/A	702-385-1281
36. NATIONAL INSTITUTE OF JUSTICE	KARL BICKEL	301-251-5217
37. POLICE EXECUTIVE RESEARCH FORUM	SHELDON GREENBERG	202-466-7820
38. RAND CORPORATION.	WARREN WALKER	213-393-0411

RESOURCE MATERIAL

39. *INVESTIGATIVE SERVICES DIVISION MANUAL. LAS VEGAS METROPOLITAN POLICE DEPARTMENT, 1989*
40. *NATIONAL INSTITUTE of JUSTICE. ROCKVILLE, MD. FEDERAL CRIMINAL JUSTICE RESEARCH DATA SECTION. (NCJRS). ABSTRACT, 1987.*
41. *POLICE EXECUTIVE RESEARCH FORUM, WASHINGTON D.C., SOLVING CRIMES THE INVESTIGATION OF BURGLARY AND ROBBERY BY J. ECK, 1983.*
42. *FBI NATIONAL ACADEMY LIBRARY, QUANTICO VA.*
43. *LAS VEGAS METROPOLITAN POLICE DEPARTMENT LIBRARY.*
44. *UNIVERSITY NEVADA LAS VEGAS, NEVADA, LIBRARY.*
45. *1988 DECENTRALIZATION STUDY INVOLVING THE DETECTIVE BUREAU AND UNIFORM FIELD SERVICES DIVISIONS, LT. S. RADER, CHIEF W. MEYERS*
46. *UNIFORM CRIME REPORT PUBLISHED 1988., U.S. DEPARTMENT of JUSTICE.*
47. *LOCAL GOVERNMENT POLICE MANAGEMENT, BERNARD L GARMIRE. PRINTED BY ICMA, 2ND EDITION 1982*
48. *POLICE ACCREDITED AGENCIES LIST JANUARY 1989. RECEIVED FROM THE LAS VEGAS METROPOLITAN POLICE, CRIME PREVENTION BUREAU.*
49. *LAS VEGAS METROPOLITAN POLICE DEPARTMENT STATISTICAL REPORT 1987-1988, DEVELOPED BY THE PLANNING BUREAU.*
50. *UNIFORM CRIME REPORT 1987.*
51. *AUTO THEFT, BURGLARY, AND LARCENY DETAIL STATISTICS, TAKEN FROM MONTHLY LOGS AND SUMMARY SHEETS 1988-1989.*
52. *LAS VEGAS METROPOLITAN POLICE DEPARTMENT RECRUITING*

STRATEGY REPORT-DATED JANUARY 1989 DEVELOPED BY THE PERSONEL BUREAU.

*53. ST. LOUIS, MISSOURI PLANNING REPORT, 1989 BY WILLIAM PETH
(314-444-5637)*