

Police
INDIVIDUAL TECHNICAL ASSISTANCE REPORT
In Response to a Request for Technical Assistance by the
Everett, Massachusetts, Police Department

organizational Study

October, 1972

Prepared by

**Public Administration Service
1313 East 60th Street
Chicago, Illinois 50637**

(Per Contract J-LEAA-015-72)

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DEPARTMENT OF JUSTICE

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I. **PRELIMINARY INFORMATION**

A. **Consultants Assigned:**

George F. Gorgol
Samuel G. Chapman

B. **Date Assignment Received:**

September 7, 1972

C. **Date of Contact with LEAA Regional Coordinator:**

September 14, 1972 (By James Ellis, ROI)

D. **Dates of On-Site Consultation:**

September 20 through 29, 1972

E. **Individuals Interviewed:**

City of Everett

George R. McCarthy, Mayor
Frank Riley, Assistant to the Mayor
Richard O'Neil, City Solicitor
Leonard McDonald, City Auditor
Frank Lewis, City Treasurer
Donald Whitehouse, City Purchasing Agent
Frank La Rovere, Advisor to the Mayor

Everett Police Department:

Henry F. Fitzgerald, Chief of Police
Theodore J. Joyce, Captain
John J. Houghton, Lieutenant
Nicholas A. Covino, Sergeant

Massachusetts Committee on Law Enforcement and Criminal Justice:

Henry Shafran, Assistant to the Executive Director
Ronald Johnson, Chief, Systems Engineering Section

II. STATEMENT OF THE PROBLEM

A. **Problem as per Technical Instruction:**

Review the Everett Police Department organization and aid in the selection of top management.

B. **Problem Actually Observed:**

The need for police department reorganization, and determination of qualifications for top police management, was apparent. These matters were addressed during the technical assistance visit.

Of equal importance was the review of basic operational and staff procedures that affect and determine the organizational structure, staffing pattern, and effective management of the department. As examples: the field patrol pattern and techniques have been unchanged for at least 20 years; official records are now spread throughout the department with no central control; the police are engaged in providing services which only indirectly relate to law enforcement; and the command structure is indefinite to the point where lines of authority and responsibility could not be determined.

The technical assistance visit generated recommendations on several of these basic considerations. It also resulted in suggestions for further analysis and study on those matters which could not be accomplished within the scope of the visit. The City of Everett has been informed of the recommendations and suggestions.

III. FACTS BEARING ON THE PROBLEM

1. The City of Everett, Massachusetts, is located immediately north of the City of Boston. Everett has an area of approximately three and one-half square miles, and a 1970 population of 42,500. The City is primarily a lower middle class residential area. Industrial properties occupy the southern quarter of the City. Retail businesses are mainly concentrated along three arterial roads.
2. The City of Everett is governed by a Mayor, an 18-member City Council, and a 7-member Board of Aldermen. City departments, except police, are located in a modern, centrally located City Hall. The Police Department is housed in a 70-year old, two-story building on a main arterial road, approximately four blocks south of City Hall. All police activities are located in this building.
3. The Everett Police Department force consists of 116 sworn police officers and 2 civilian building custodians. The sworn police force includes 1 Chief of Police, 1 Captain, 8 Lieutenants, 7 Sergeants, and 99 Patrolmen. The 1972 police budget authorization is slightly over \$1.5 million.
4. The City of Everett is part of Metropolitan Boston. It adjoins urban and suburban areas characterized by a high crime rate. The City of Everett, however, has a relatively low rate in several serious crime categories, particularly in Part I Crimes Against Persons. Principal problems are burglary, larceny, auto theft, vandalism, and in vice and liquor violations. The Everett Police are also concerned with a significant number of traffic violations and accidents, including personal injuries.
5. The incumbent Chief of Police is scheduled for retirement on October 11, 1972. Historically the succeeding chief has been chosen from among department captain and lieutenant ranks by means of competitive examination administered by the Massachusetts Civil Service Commission. To date, all sworn ranks are selected and covered by state civil service regulations.
6. City officials have indicated that the City Charter authorizes the appointment of executive personnel exclusive of civil service procedures. Top police management would be included in this authority. On this basis, top police management with a title other than Police Chief could be appointed from a wide range of candidates representing both present department eligibles and persons outside the Police Department.

7. The current organization of the Everett Police Department was developed many years ago under conditions of population density and police service demands which have substantially changed in the intervening period. The structure is adequate neither to meet the needs of modern police practice nor the introduction of new techniques. The organizational structure should be redeveloped on principles of functional grouping, unity of command, and proper delegation of authority. A chart of current organization is attached.
8. The Everett Police Department is performing normal law enforcement tasks associated with prevention of crime, investigation and apprehension of offenders, collection and preservation of evidence, maintenance of official records, and required administrative and support functions. Support is received from the State Police and from the Boston Police Department for specialized tasks such as training and crime laboratory work. In addition, the police have been accomplishing a number of unrelated services, particularly the operation of an ambulance service and the accounting and billing for special police services. These quasi law enforcement tasks require assignment of an appreciable amount of police time and maintenance of special records.
9. The Police Department now maintains prisoner detention facilities for both males and females in the basement of the Police Headquarters. Two matron positions are provided for the care and handling of females. Persons arrested and detained for court action are usually booked for offenses on which bail or release on personal recognizance is applicable. Therefore periods of detention are short and amount to little more than a holding operation. The operational cost of maintaining the detention facility is substantial in comparison with its utilization. It seems that joint use of the detention facilities of adjoining police agencies might prove mutually advantageous and economical. The concept would be worth exploring and adopting if it offered an adequate means for detention and reasonable economies.
10. The City of Everett has executed an agreement with the Everett Police Betterment Association which recognizes the collective bargaining rights of that association on behalf of all ranks except Chief of Police and Captain. The agreement covers normal matters related to duty, pay, and discipline. It also provides for the selection of duty shift and position assignment by patrolmen, in accordance with their seniority in the department.
11. Consideration of an appropriate police organization first required a determination of the methods in use for accomplishing police services.

Establishment of a modernized organization obviously required recommendations for changes in concepts and procedures where they directly affected the organizational structure. For this reason, the study included evaluations and recommendations on several areas of substantive police work.

12. The Massachusetts Committee on Law Enforcement and Criminal Justice has developed plans for upgrading police communications throughout the State. The plans include the expansion of radio communications capacity for Everett, which is part of the Greater Boston Police Council. Expansion and improvement in Everett police radio communications are scheduled for mid 1974, and will provide for improved local and regional field contact and for improved access to central police data files maintained by the State. This capacity would increase capacity for direct contact with and control over Everett patrol and investigation cars and individual radio-equipped officers.

IV. DISCUSSION AND POSSIBLE COURSES OF ACTION

It is necessary to structure the organization of the Everett Police Department in such a way as to permit top management to delegate responsibility and authority for basic departmental operating functions to subordinate command personnel, while retaining direct responsibility for the management-related tasks of planning, organizing, budgeting, supervising, directing, controlling, and reporting on the overall law enforcement function. To accomplish this, the Police Department was reorganized by grouping of homogeneous substantive functions relating to police operations and supportive services into separate divisions, each under supervision of a Police Captain. Major subdivisions of these two primary functional groupings were further identified and placed under supervision of a Lieutenant or Sergeant, dependent on the scope and depth of the function. The sole exception to the two-way division is in the area of Liquor and Vice. This operation addresses an area of illegal actions which is socially and morally sensitive. The activities must be conducted with a greater degree of security, and must employ practices and procedures that differ from other routine police actions. For these reasons, a Liquor and Vice Division was separately designated under top management, and supervised by a Lieutenant.

Because of the many and diverse management functions accruing to the top official, a staff unit for planning was established. This staff function would assist the top official in carrying out the detailed work associated with his management responsibility.

A chart of proposed organization is attached, together with a description of the specific functions covered.

To implement the proposed organization, it was necessary to consider several related factors. Primary among these is the method of conducting patrol activities. The department now has an established structure of 12 foot patrol routes, overlapped by three motorized patrol sectors. Patrol manpower strength, effected by days off, sick leave, administrative time off, and vacations, is not sufficient to staff all foot routes on all watches. As a result, a varying number of routes are not covered on each watch. The motorized patrol is expected to cover these areas. This causes imprecise patrol coverage for the City. Further, the effectiveness of preventive patrol on foot in large residential and industrial areas is open to question. It is highly demanding of manpower, provides limited area coverage, and has slow response to service demands away from the immediate area. It is suggested that the City of Everett would make

more effective use of available manpower and would increase service and response to the citizens by reduction of foot patrols and institution of citywide motorized preventive patrol. Foot patrol would be retained only in the several congested business areas and only during the hours of business activity. Using a concept of one-man cars, radio communications control, and direct field supervision, the motorized patrol would reduce manpower requirements and better serve the City's needs. Consistent with installation of this procedure, present street patrol call boxes could be eliminated or reduced to back up emergency status only.

The concept of single-man patrol cars is sometimes a controversial one. It is an accepted method of staffing patrol beats where the type and seriousness of crime encountered does not pose a significant threat to the security of personnel and equipment. The type and volume of crime in Everett would indicate the feasibility of employing one-man beat cars. Further, the ready availability of radio communications, the support of supervisory and adjacent beat cars, and the organizational provision for a backup car would permit immediate assistance in any threatening situation. These factors suggest the practicability of single-man motor patrols.

The current single-channel radio communications system will require the imposition of strict radio discipline in order to effectively control the motorized patrol system. With installation of expanded and improved radio systems, as currently planned, adequate capacity will be available for the expected level of radio communications.

The present foot patrol route and sector car coverage are based on a structure created many years ago. It would be appropriate to conduct a study of police demand and resource allocation to determine the number, area, and routing of patrols necessary to provide adequate police service to the City of Everett. The study would involve the determination of crime and calls for service experience throughout the City, weighted on the basis of seriousness, and the construction of patrol beats or routes for each shift that covers such portion of the city area in which a single patrol can adequately cope with the expected work load and without undue delay.

The Everett Police Department now operates two ambulances that are used for emergency medical situations and which respond to calls for ambulance service for Everett residents upon request of a medical doctor. Historically, the ambulance service is provided on a liberal basis and is a highly valued city service. The ambulance service requires assignment of one patrolman at all times, the part-time services of a second patrolman during service runs, and the part-time services of two

additional patrolmen at times when the second ambulance is required. Assigned driver-patrolmen have received adequate first-aid training and are competent to handle normal emergency patient movements. The City could possibly assume liability in cases where movement of sick and injured might inadvertently aggravate a medical problem. The service is costly in sworn police manpower. It is suggested that the ambulance service might be better operated from another source which could provide better medical competence and would allow more economical staffing than does the use of costly police personnel.

Another area of concern is the functional staffing of the Police Department. At present, with the exception of custodial personnel, the department is totally staffed with sworn police officers. There are a number of administrative and clerical duties which do not require the qualifications of a trained police officer and which could be accomplished by lower cost civilians. Evaluation should be made of the secretarial, clerical, and administrative positions required in police operations, and consideration be given to filling appropriate jobs with civilian employees. This would release at least several trained police officers for duty in positions requiring law enforcement authority and training.

A project is now in its initial phases for centralization and modernization of the police records system. This is a needed improvement which will contribute to the efficiency and economy of police operations. The central records and property control function, as projected, has been included in the proposed organization.

Selection of a top management official to succeed the retiring Chief of Police involves consideration of two major alternatives. The first is continuance of the present practice of accepting a candidate from within the present ranks of Captain or Lieutenant, as determined by competitive civil service examination. Such a candidate would present the advantages of familiarity with department practices and personnel, and conformance with accepted methods of selection. Disadvantages are also present in the lack of flexibility of city government to effect the status of the incumbent after appointment, and in the parochial experience and lack of disciplinary motivation of a person who has advanced through the ranks in the friendships and limited environment of a single police department. A second alternative is to use the authorization provided in the City Charter to directly appoint top police management outside of civil service procedures and in accord with locally determined selection criteria. This alternative has advantages of causing the incumbent to serve for stipulated periods, subject to the pleasure of the Mayor, and dependent on demonstrated performance. It allows selection from a broad range of applicants drawn from a wide variety of police activities and with diverse

backgrounds of training and experience. Disadvantages are the probable initial resentment of department personnel because of a departure from customary restrictive selection procedures, and the Massachusetts Civil Service Commission's reaction to refusal of using established competitive procedures.

It appears that the customary advantages of civil service appointment from local candidates is greatly outweighed by the advantages inherent in separate selection and appointment. The ability of city executive management to reasonably replace an incumbent is a powerful sanction to assure continued high performance. The expanded field of candidates is also attractive in assuring the highest possible qualifications in the selected person.

A list of suggested background and experience qualifications for a competent candidate is attached. It must be pointed out that these criteria are only a portion of the total measurement tool. Confirmation of credentials and recommendation of qualified superiors is also important. A third and most important element is in a personal interview, where stature, presence, attitude, and aggressive leadership tendencies can often be recognized.

It is of particular importance that present command personnel be included in the selection process, where their qualifications meet the criteria. This inclusion is justified on the basis of loyal service and may result in improved acceptance and morale should an outside candidate be chosen.

The process of evaluating the qualifications and credentials of candidates for the position of Police Supervisor, and in arriving at recommendations to city government, is one which requires expertise in the field of law enforcement and the ability to objectively and impartially analyze candidates for conformance with accepted selection criteria. Experience indicates that this advisory function can best be performed by persons outside the local government, and with recognized stature. Use of such selected advisors would also remove connotations of familiarity or expediency from the selection process.

Because of the civil service connotation associated with the title of Chief of Police, the discussion and presentation have used the nonrelated title of Police Supervisor. This generalized term should be replaced by a more appropriate title at such time as the method and source of top management selection are finally determined.

V. RECOMMENDED COURSE OF ACTION

It is recommended that:

1. The City of Everett establish the top management position in the Everett Police Department exclusive of the selective procedures and employment provisions of the civil service system.
2. Selection of the top management official be accomplished by the Mayor, assisted by a professional advisory panel, from the broadest range of candidates available—statewide and nationally—and including qualified local personnel.
3. The attached listing of qualifications be accepted as a basis for selection, together with reference verifications, recommendations, and personal interviews.
4. The City of Everett secure the services of a recognized Massachusetts authority on law enforcement and criminal justice to head the selection advisory panel and two additional members from among reasonably available experts on police administration.
5. Consistent with the selection and appointment of the police official, the recommended organization be adopted and installed in the Everett Police Department.
6. The changes in operating concepts and procedures, inherent in the new organization, be accepted; and the Everett Police Department authorized to accomplish necessary changes, assignments, and equipment allocations to implement the recommendations.
7. The agreement with the Police Betterment Association be reviewed, consistent with the organizational and procedural changes, and negotiations instituted to remove any deterrents to their efficient implementation.
8. The City of Everett investigate alternate means for operation of the ambulance service and for providing detention facilities.

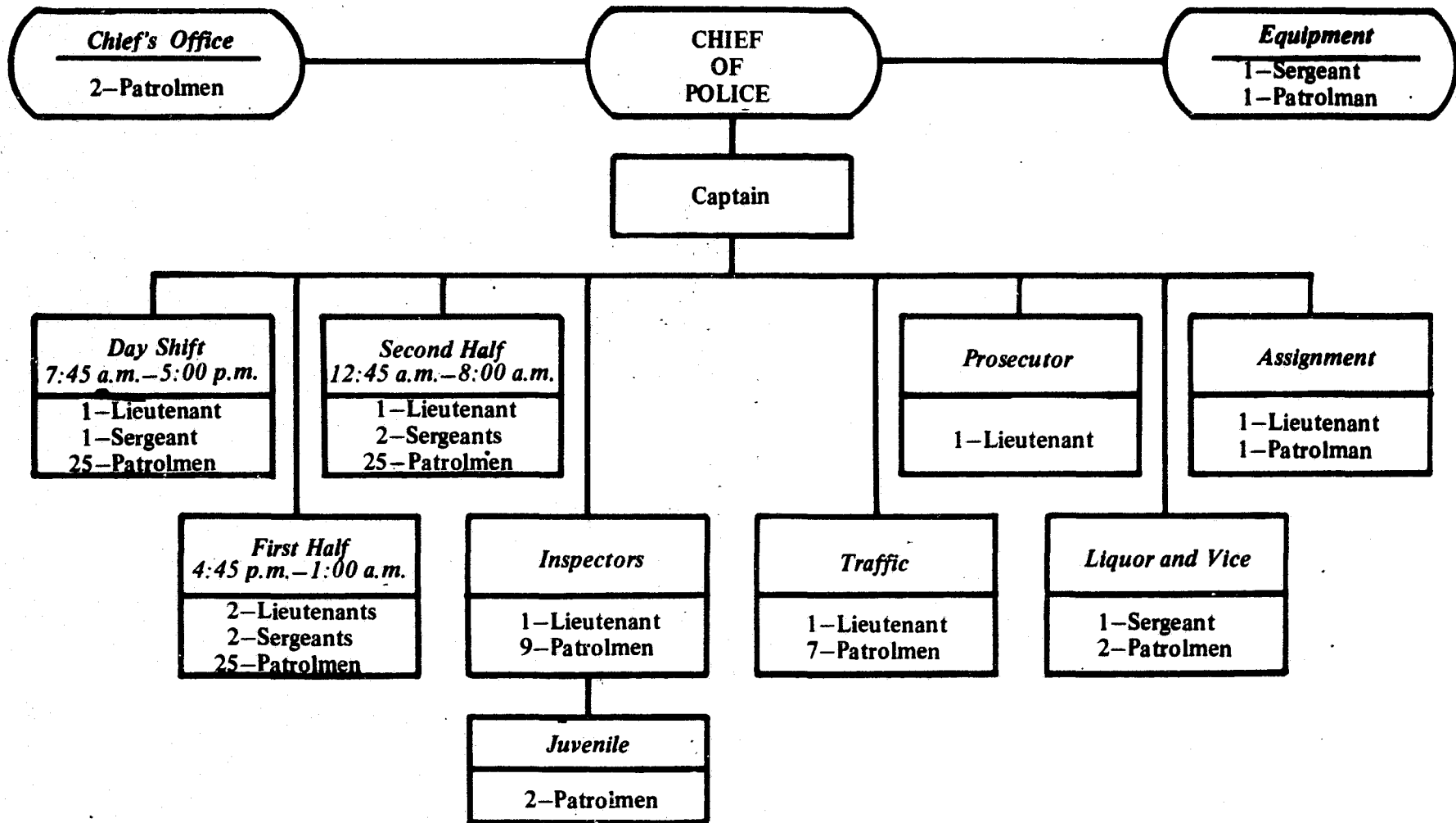
9. **The procedure for billing and collection of monies for special paid police details be revised to reimburse officers on the payroll and allow city financial authorities to perform the billing and collection functions.**

10. **The city government provide support and encouragement to the selected police official in the accomplishment of recommended improvements and in the establishing of the Everett Police Department as an effective, efficient, and economical law enforcement agency.**

ATTACHMENTS

- I. **CURRENT ORGANIZATION**
- II. **PROPOSED ORGANIZATION**
- III. **DESCRIPTION OF PROPOSED FUNCTIONS**
- IV. **PROPOSED POSITIONS QUALIFICATIONS—POLICE MANAGEMENT**

**CURRENT ORGANIZATION
EVERETT, MASSACHUSETTS, POLICE DEPARTMENT**



1-1

Attachment I

PROPOSED ORGANIZATION
EVERETT, MASSACHUSETTS, POLICE DEPARTMENT

MAYOR

Planning and Programming Section
1-Lieutenant
1-Sergeant
1-Clerk-Typist

Police Supervisor

Typist

Field Services Division
1-Captain
1-Patrolman
1-Clerk-Typist

Liquor and Vice Control Division
1-Lieutenant
1-Sergeant
2-Patrolmen

Support Services Division
1-Captain
1-Patrolman
1-Typist

Patrol Sections

Day Watch
1-Lieutenant
2-Sergeants
23-Patrolmen

First Half Watch
1-Lieutenant
2-Sergeants
23-Patrolmen

Second Half Watch
1-Lieutenant
1-Sergeant
13-Patrolmen

Records, Identification, and Property Section
1-Lieutenant
1-Sergeant
2-Clerks

(A)
Equipment and Maintenance Section
1-Patrolman

Juvenile and Criminal Investigation Section
1-Lieutenant
1-Sergeant
8-Inspectors
2-Patrolmen

Traffic Section
1-Lieutenant
1-Sergeant
6-Patrolmen

Personnel and Training Section
1-Lieutenant (B)
1-Sergeant
1-Clerk

Detention and Prosecution Section
1-Lieutenant (B)
1-Patrolman
2-Matrons

(See footnotes on following page)

Attachment II

11-1

Attachment II (continued)

FOOTNOTES

NOTES: (A) Equipment and Training indicated as separate sections because of unique function.

(B) Lieutenant of Personnel and Training Section performs as Chief of Detention and Prosecution. Should Detention be eliminated, Prosecution would be combined with Personnel and Training.

General Notes:

1. Staffing indicated is extremely liberal and considered maximum. Evaluation of requirements under actual working conditions may be expected to reduce the staffing requirement.
2. Patrol staffing based on current work schedule of four days on - two days off. Basic patrol staffing increased by 50 percent to cover days off. Remaining staffs based on current assignment level.
3. Maximum staffing levels require following ranks:

1—Police Supervisor	(No Change)
2—Captains	(+ 1)
9—Lieutenants	(+ 1)
11—Sergeants	(+ 4)
81—Patrolmen	(- 18)
2—Matrons	(No Change)
3—Typists	(+ 3)
2—Clerks	(+ 2)
2—Custodians	(No Change)
Net Change	(- 7)

Attachment III
DESCRIPTION OF PROPOSED FUNCTIONS

Police Supervisor

The Police Supervisor is the principal city official responsible for law enforcement. He is the advisor to the Mayor and other city officials on all matters relating to crime and enforcement of the law by the police.

The Police Supervisor is responsible for advising the Mayor on the status and condition of public security and the requirements for continuation and improvement of police service. He coordinates and reports on such matters, and develops comprehensive plans and the budgets necessary to carry out the law enforcement task.

The Police Supervisor is the chief operating official of the city department provided to accomplish law enforcement tasks. As such, he has the responsibility for directing and supervising subordinate personnel and for delegating proper authority and responsibility to perform their tasks. He is also responsible for the proper use and care of material and financial resources provided for official police use and for cooperation with the general public and citizens of Everett in carrying out his public duty.

As a city official and principal advisor on law enforcement matters, the Police Supervisor is responsible for advising the Mayor of the condition and status of crime and observance of law in the City of Everett, together with those recommendations which would improve the police ability to enforce the law. As head of the Police Department, he is responsible for properly managing and directing the personnel and material resources provided to achieve the greatest possible results. In this responsibility he is delegated authority to discipline subordinates, to recognize achievement, and to require conformance with rules of the department and the local, state, and national laws which are applicable.

In his authorized absence, the supervisor would be represented by the next senior officer of the department.

The Office of the Police Supervisor would consist of one typist position and one staff section which would assist in planning and programming.

The Police Supervisor, as an official representative of the City of Everett, is charged with maintaining effective cooperative relations with other law enforcement and criminal justice agencies that relate to the performance of his police function. He must also maintain effective relations with other city officials, civic organizations, and the public toward the furtherance and understanding of law enforcement.

The Office of the Police Supervisor would consist of a Planning and Programming Section, staffed by one lieutenant and one sergeant, and a clerk-typist position to maintain files and prepare correspondence.

The Planning and Programming Section would perform the following primary functions:

1. Develop rules, regulations, procedures, and plans to guide department performance and to continually improve police effectiveness.
2. Prepare budgetary requirements, including supportive documentation and justification.
3. Act as the principal grant project office in maintaining current knowledge of grant fund availability, in preparing appropriate project requests, and in controlling and reporting on current grant projects.
4. Coordinate the requirements and content of ordinances or legislative measures needed for improvement of police operations.
5. Continually review the department's organization, staffing, equipping, methods, and interaction with other police and criminal justice agencies to achieve more effective and economical performance.

Field Services Division

Under direction of a Captain of Police, the Field Services Division is charged with performance of all field law enforcement functions related to crime prevention, detection, investigation, and apprehension of offenders, and the control of traffic and investigation of accidents. The Police Captain is responsible to the Police Supervisor for the conduct of operations in accordance with established procedures, rules and regulations, and for the efficient and economical use of provided resources.

The Division Captain maintains an office and division staff of one patrolman and one clerk-typist. The staff provide the capability for scheduling of division personnel and the maintenance of appropriate records for reporting to the supervisor. The clerk-typist is also available as a resource to subordinate units.

Subordinate units would consist of:

1. Three patrol sections corresponding to the three watches, each watch under the supervision of a Lieutenant as Watch Commander. The responsibility of the patrol Watch Commander is

to conduct preventative patrol against illegal acts, to respond to calls for police service, and to conduct preliminary investigations on reported illegal activities. The patrol watches would be staffed and would conduct patrol activity in accordance with the principle of providing the City equitable protection against crime and the best possible response to calls for service. The Watch Commander would be responsible for proper supervision of beat patrols by field sergeants; for the conduct of communications control and dispatching; for proper assignment and use of the backup patrol; for proper performance of ambulance services; and for general efficiency and related duties of the patrol operation.

2. A Juvenile and Criminal Investigation Section, responsible for conducting exhaustive investigations of criminal acts, and for determining and apprehending responsible criminals. The Juvenile and Criminal Investigation Section would operate under direction of a Lieutenant and be staffed with inspectors to the extent necessary to cope with the volume of criminal investigations required.
3. The Traffic Section, responsible for control of vehicular traffic and the investigation of vehicle accidents. Under direction of a Lieutenant and staffed with subordinate police personnel as necessary to accomplish effective traffic enforcement and accident investigation.

It may be noted that the Field Services Division organization combines homogeneous functions of active police operations. It also combines a bulk of uniformed personnel under single direction, allowing maximum assignment flexibility, while permitting a reasonable span of control to the responsible captain.

It should also be noted that recommendations have been separately advanced toward the establishment of a strong motorized patrol system which would largely replace current foot routes. The motorized patrol concept would provide broader coverage, more rapid response to calls for service, and enable more efficient assignment of patrol personnel. A work load and resource allocation study would properly define the required number of patrol routes on each watch necessary to effective crime prevention and response to calls. For organizational purposes, it is assumed that six patrol routes will be covered on the Day and First Half Watches, with four routes on the Second Half Watch. Provision is also made for field supervising sergeants to cover three or four routes each, as dictated by the watch route pattern.

It is recommended that the call box be eliminated as a routine reporting device and retained as an emergency phone system only. Primary route control would be exercised by supervising sergeants and by periodic contact of route patrols by central communications.

Three foot patrols would be retained on the Day and First Half Watches to provide direct business coverage and traffic control in the three primary business areas. The Second Half Watch foot patrol would be eliminated. Business security checking on the Second Half Watch would be the responsibility of the assigned route patrol car.

Support Services Division

The Support Services Division under the direction of a Captain would combine all police support functions not performed by field operations. A small office staff would be provided for the purpose of scheduling assignment and clerical work.

The Support Services Division would have four subordinate sections:

1. **Records, Identification, and Property Section.** Responsible for processing and maintaining official department records on cases, arrests, criminal histories, fingerprints, and identification. Also responsible for receiving and storing evidence and recovered property until legally disposed of.
2. **Personnel and Training Section.** Responsible for personnel actions, records, and payroll reporting, and for the planning, scheduling, and recording of personnel training.
3. **Detention and Prosecution.** Responsible for booking, detention, transfer, or release of persons in police custody, and for the proper coordination of records evidence and witnesses with appropriate courts. It may be noted that elimination or movement of the detention function would enable this section to be eliminated and the prosecutor function moved to the Records, Identification, and Property Section.
4. **Equipment and Maintenance Section.** Responsible for the receipt, storage, and care of department equipment and supplies.

Liquor and Vice Control Division

Because of the unique and sensitive nature of liquor and vice control operations and investigations, the function was established separately from other field operations and directly under supervision of the Chief of Police.

Under direction of a Lieutenant, the Liquor and Vice Control Division would be responsible for conducting surveillance, detection, investigation, and apprehension activities against liquor law violations, and against illegal gambling, narcotics, and prostitution offenses. Because of the personal and social implications of these illegal activities, and their sensitivity to disclosure, it is necessary that activities be restricted to selected assigned personnel and the results of activity be coordinated only with the highest level of police authority.

Attachment IV

PROPOSED POSITION QUALIFICATIONS—POLICE MANAGEMENT

1. Age and Experience

Should be between 32 and 45 years of age. Candidates outside this age group would be considered only if extraordinary experience or skills are present and warrant special consideration.

Required to have a minimum of 10 years of progressively responsible experience in diverse law enforcement work, including performance of field police functions, auxiliary support services, and administration. Consideration will be given to the level and scope of work performed and the sophistication of police techniques and equipment used.

2. Education and Training

A minimum of two academic years of formal education, at an accredited college or university, in a program with major emphasis in law enforcement and police administration. Equivalent training in recognized long-course law enforcement schools (National Academy, Southern Police Institute, Northwestern Traffic Institute, etc.) would be considered in lieu of formal undergraduate studies.

3. Physical Qualifications

Must be in excellent health, with no significant physical or medical impairment. Will be required to successfully complete a comprehensive physical and medical examination as a requisite to selection. Should be of reasonable stature and exhibit the strength and stamina to accomplish demanding police tasks.

4. Personal Qualifications

Must be a U.S. citizen of high moral character and have no record of arrest or conviction on felony or serious misdemeanor charges. Will be required to provide qualified references to attest to previous accomplishments and standing in the community.

Required to demonstrate leadership qualities and ability to effectively communicate with others. The capacity for effective relations with subordinates, superiors, civic organizations and the public is desirable. The ability to orally present programs and ideas is also desirable.

5. Residence

Should be willing to relocate if necessary and establish residence in the City of Everett. Must be willing to reasonably participate in local civic and social affairs necessary to maintain stature as a city official.

6. General Qualifications

Must be responsive to policies established by the Mayor and city government in directing law enforcement activities. Required to maintain cognizance of state and federal policies, laws, and programs which affect or determine the course of law enforcement activities.

END

7 10/22/1971