

Police Planning

55388

Catalog of Staff Studies by Police Planning and Research Divisions

Summer 1977



Joseph M. Jorda
Police Commissioner

P.A. NING
RESEARCH
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POSITION TO THE DEPARTMENT

PLANNING AND RESEARCH DIVISION

Superintendent John E. Little, Chief, B.S.S.

Mr. Benjamin Robert M. Corbett Director, P.R. Div.

Mr. Robert L. Redone Research Manager, P.R. Div.

Cover Illustration by Robert Neville

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AKRON, OHIO POLICE DEPARTMENT
Akron
Ohio

Planning and Research
Lieutenant James Buie, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$17,500

RESPONSIBILITIES

Crime Analysis

Federal Grant Coordination

Graphic Arts

Forms Control

Mapmaking

Assistance to Chief

ALBANY, NEW YORK POLICE DEPARTMENT
Albany
New York 12202

Planning and Research Unit
Captain Joseph LaFontaine, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.	LOCAL	\$13,340
Planning and Research Officers	2	S	PTL.	LOCAL	\$10,940

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Forms Control

Mapmaking

Staff Support for Chief Executive

Federal Grant Coordination

Graphic Arts

ALEXANDRIA, VIRGINIA POLICE DEPARTMENT
400 North Pitt Street
Alexandria, Virginia 22314

Planning and Research Division
Lieutenant Robert Key, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$20,554
Supervisor	1	S	SERGEANT	CITY	\$16,810
Management Analysis	2	C		CITY	\$14,924
Secretary	1	C		CITY	\$ 9,862

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Written Directives

Crime Analysis

Federal Grant Coordination

Forms Control

Mapmaking

Staff Support for Chief Executive

Legislature Monitoring

ANAHEIM, CALIFORNIA POLICE DEPARTMENT
P.O. Box 2367
Anaheim, California 92803

Training-Research Bureau
Lieutenant Louis F. Molina, Commander
(1977)

<u>POSTION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$2,300 mo.
Sergeant	1	S	SERGEANT	CITY	\$2,000 mo.
OFFICER	1	S	PTL.	CITY	\$1,620 mo.

RESPONSIBILITIES

Contingency Plans

Written Directives

Forms Control

Mapmaking

Staff Support for Chief Executive

Public Information Office

Training

Survey Response

ATLANTA, GEORGIA POLICE DEPARTMENT
Atlanta
Georgia

Planning and Research Division
Major D. M. Edwards, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	MAJOR	CITY	\$19,000
Assistant Director	1	S	LIEUTENANT	CITY	\$15,500
Staff Personnel	1	S	DETECTIVE	CITY	\$12,000
Staff Supervisor	3	S	SERGEANT	CITY	\$13,500
Staff Personnel	4	S	PLAIN-CLOTHES	CITY	\$11,500
Stenographer	1	C			\$ 8,000
Clerk/Typist	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Department Budget

Crime Analysis

Federal Grant Coordination

Forms Control

Mapmaking

Staff Support for Chief Executive

BALTIMORE POLICE DEPARTMENT
601 E. Fayette Street
Baltimore, Maryland 21202

Planning & Research Division
Major Ronald J. Mullen
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	MAJOR	STATE/LOCAL	
Section Supervisor	2	S	LIEUTENANT	STATE/LOCAL	
Supervisor	6	S	SERGEANT	STATE/LOCAL	
Police Agent	2	S	POLICE AGENT	STATE/LOCAL	
Police Officer	5	S	POLICE OFFICER	STATE/LOCAL	
Data Processing Program Supervisor	1	C		STATE/LOCAL	
Systems Programmer	1	C		STATE/LOCAL	
Systems Analyst	1	C		STATE/LOCAL	
Senior Computer Programmers	2	C		STATE/LOCAL	
Computer Programmers	2	C		STATE/LOCAL	
Administrative Assistant	1	C		STATE/LOCAL	
Computer Operators	6	C		STATE/LOCAL	
Head Clerk	1	C		STATE/LOCAL	
Principal Clerk Steno	2	C		STATE/LOCAL	
Computer Typer Operators	7	C		STATE/LOCAL	
Senior Clerk Typist	1	C		STATE/LOCAL	
Senior Clerks	4	C		STATE/LOCAL	

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Division Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

BALTIMORE COUNTY POLICE DEPARTMENT
400 Kenilworth Drive
Towson, Maryland 21204

Research and Development
Major Phillip J. Scarborough, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Major, R & D	1	S	MAJOR	LOCAL	\$22,233
Commander, R & D	1	S	CAPTAIN	LOCAL	\$20,200
Section Head	1	S	LIEUTENANT	LOCAL	\$18,100
Supervisor	1	S	SERGEANT	LOCAL	\$17,000
Planning Officer	1	S	P.O.	LOCAL	\$13,300
Research Officer	4	S	P.O.	LOCAL	\$13,300
Assistant Statistical Analyst	1	C		LOCAL	\$12,000
Typist	2	C		LOCAL	\$ 8,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Departmental Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

BATON ROUGE, LOUISIANA POLICE DEPARTMENT
Baton Rouge
Louisiana

Planning and Research Division
Sergeant Charles Baxley, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	SERGEANT	CITY	\$1,000 mo.
Patrolman	1	S	PTL.	CITY	\$ 798 mo.

RESPONSIBILITIES

Coordination of Federal Grants

BEAUMONT, TEXAS POLICE DEPARTMENT
Beaumont
Texas

Planning and Research Division
S. Robbins Lawson, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C	CJD	\$13,000	
Secretary	1	C	CJD	\$ 5,000	

RESPONSIBILITIES

Administrative Problems

Operational Problems

Federal Grant Coordination

Crime Statistics

BRIDGEPORT, CONNECTICUT POLICE DEPARTMENT
300 Congress Street
Bridgeport, Connecticut 06604

Planning and Operations Division
Captain John T. O'Leary, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	POLICE BUDGET	\$24,000
Patrolman-Statistician	2	S	PTL.	"	\$15,000
Stenographer	1	C		"	\$10,000

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Department Budget

Crime Analysis

Federal Grant Coordination

Graphic Arts

Forms Control

Mapmaking

Staff Support for Chief Executive

Liaison

CHARLOTTE, NORTH CAROLINA POLICE DEPARTMENT
825 East Fourth Street
Charlotte, North Carolina 28202

Administrative Services Bureau
Major T.N. Kiser, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Sergeant	1	S	SERGEANT	CITY	\$301.23 wk.
Planning Officer	1	S	PTL.	CITY	\$247.83 wk.
Research Assistant I	1	C		CITY	\$247.83 wk.
Research Assistant I	1	C		LEAA CITY STATE	\$247.83 wk.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Written Directives

Department Budget

Federal Grant Coordination

Training

Operational Problems

Forms Control

Mapmaking

Staff Support for Chief Executive

Inspections and Control

Crime Analysis

CHICAGO, ILLINOIS POLICE DEPARTMENT
1121 South State St. - Room 401
Chicago, Illinois 60605

Research, Development and Data
Systems Division
James J. Zurawski, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Assistant Deputy Superintendent	1	S			\$32,500
Lieutenant	5	S	LIEUTENANT		\$19,152 \$23,268
Sergeant	9	S			\$16,620 \$20,196
Investigator	1	S	INVESTIGATOR		\$14,940 \$18,312
Patrolmen	5	S	PTL.		\$13,200 \$17,436
Principle Methods Analyst	2	C			\$15,120 \$18,384
Senior Methods Analyst	6	C			\$12,444 \$15,120
Methods Analyst	2	C			\$10,236 \$12,444
Senior Statistician	1	C			\$15,120 \$18,384
Inquiry Aide III	1	C			\$ 9,276 \$11,292
Principal Stenographer	1	C			\$ 8,844 \$10,752
Senior Stenographer	2	C			\$ 7,680 \$ 9,276
Senior Typist	2	C			\$ 7,308 \$ 8,844

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Mapmaking

Operational Problems
Department Budget
Forms Control
Staff Support for Chief Executive

CINCINNATI POLICE DEPARTMENT
 310 Ezzard Charles Drive
 Cincinnati, Ohio 45214

Program Management Bureau
 Carl A. Lind, Director
 (1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$27,768
Deputy Director	1	S	CAPT.	CITY	\$23,638
Section Commander	1	S	LIEUT.	CITY	\$20,377
Business Manager	1	C		CITY	\$23,282
Clerk/Steno III	1	C		CITY	\$11,328
Legal Advisor	1	S	SGT.	CITY	\$17,567
Specialist	1	S	SPEC.	CITY	\$16,355
Police Officer	1	S	P.O.	CITY	\$15,143
Police Officer	1	S	P.O.	CITY	\$15,143

RESPONSIBILITIES

Department Budget
 Grant Coordination
 Forms Control
 Crime Analysis

Staff Support for Chief Executive
 Legal Research
 Property Management

CLEVELAND POLICE DEPARTMENT
1300 Ontario Street
Cleveland, Ohio 44113

Planning and Research Unit
Lieutenant Gordan L. Cockrell
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Officer-in-Charge	1	S	LIEUT.	CITY	\$20,277
Administrative Aides	3	S	PTL.	CITY	\$15,069
Administrative Aide	1	S	PTL.	CITY	\$15,069
Draftsman/Technical Aide	1	S	SGT.	CITY	\$17,480
Superintendent of Police Buildings	1	S	PTL.	CITY	\$20,277
Administrative Supervisor and Aide	1	S	SGT.	CITY	\$17,480

RESPONSIBILITIES

Administrative Problems

Written Directives

Grant Coordination

Forms Control

Rules

Ordinance Review

Contingency Plans

Department Budget

Graphic Arts

Staff Support for Chief Executive

Regulations

Equipment Requisition and Distribution

COLORADO SPRINGS POLICE DEPARTMENT
Colorado Springs, Colorado 80903

Planning and Research Division
Ronald D. Johnson, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planning and Operations Analysis Officer	1	S	1st CLASS		\$1,216 mo.
Planning Programmer Analyst	1	C			\$1,332 mo.
Associate Analyst	1	C			\$1,067 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Forms Control

Mapmaking

Efficiency and Workload Studies

Operational Problems

Written Directives

Crime Analysis

Staff Support

Liaison

COLUMBUS OHIO POLICE DEPARTMENT
120 West Gay Street
Columbus, Ohio 43215

Planning and Research Bureau
Lt. John E. Wright
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S		CITY	\$19,323
Sergeant	1	S		CITY	\$17,097
Patrolmen	2	S		CITY	\$15,121
Steno Clerk II	1	C		CITY	

RESPONSIBILITIES

Administrative Problems

Operational Problems

Written Directives

Staff Support for Chief Executive

Contingency Plans

Crime Analysis

Forms Control

Mapmaking

CORPUS CHRISTI POLICE DEPARTMENT
P.O. BOX 9016
Corpus Christi, Texas 78408

Planning and Research Bureau
Commander R. J. Sullivan, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Sergeant	2	S	SGT.	CITY	\$1,062
Secretary	1	C		CITY	

RESPONSIBILITIES

Administrative Problems

Crime Analysis

Graphic Arts

DADE COUNTY PUBLIC SAFETY DEPARTMENT
1320 N.W. 14th Street
Miami, Florida 33125

Management Analysis Bureau
Harry E. Bolinger, Supervisor

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	N/A	LOCAL	\$21,400 - 27,000
Executive Officer	1	S	LIEUTENANT	LOCAL	\$20,900 - 22,900
Police Planner II	1	C	N/A	LOCAL	\$16,400 - 18,000
Police Planner I	1	C	N/A	LOCAL	\$12,400 - 15,600
Police Officer	3	S	P.O.	LOCAL	\$12,800 - 16,200

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Staff Support for Chief

Operational Problems

Written Directives

Federal Grant Coordination

DALLAS POLICE DEPARTMENT
2014 Main Street - Room 300-A
Dallas, Texas 75201

Planning and Research Division
Captain Leslie R. Sweet, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPT.	CITY	\$1,630 mo.
Lieutenant	2	S	LIEUT.	CITY	\$1,495 mo.
Sergeants	2	S	SGT.	CITY	\$1,362 mo.
Police Officer	2	S	OFFICER	CITY	\$1,157 mo.
Operations Research Analyst 13	1	C		CITY	\$1,122 mo.
Administrative Assistant 12	1	C		CITY	\$1,044 mo.
Administrative Assistant 10	1	C		CITY	\$ 874 mo.
Police Analyst 8	3	C		CITY	\$ 749 mo.
Secretary 6	1	C		CITY	\$ 642 mo.
Clerk 6	1	C		CITY	\$ 642 mo.
Clerk/Typist 4	1	C		CITY	\$ 557 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Graphic Arts

Map-making

Operational Problems

Written Directives

Federal Grant Coordination

Forms Control

Staff Support for Chief
Executive

DENVER POLICE DEPARTMENT
914 12th Street
Denver, Colorado 80204

Research and Development Bureau
Captain C.Y. Hanson, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Bureau Commander	1	S	CAPT.	CITY	\$25,000
Supervisor	1	S	SGT.	CITY	\$19,344
Staff	3	S	TECH.	CITY	\$16,428
Administrative Clerk	2	C			\$ 8,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Forms Control

Staff Support for Chief Executive

Procedure Manuals

Written Directives

Graphic Arts

Map-Making

Annual Reports

DES MOINES POLICE DEPARTMENT
East First and Court Avenues
Des Moines, Iowa 50309

Research and Development Section
John L. Jones, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LOCAL TAXES	\$748 Bi-Weekly
Administrative Assistant	1	S	LIEUT.	LOCAL TAXES	\$632 Bi-Weekly
Researcher	1	S	PTL.	LOCAL TAXES	\$502 Bi-Weekly
Budget Officer & Administrative Analyst	1	C		LOCAL TAXES	\$604 Bi-Weekly
Secretary	1	C		LOCAL TAXES	\$341 Bi-Weekly

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map-making

DETROIT POLICE DEPARTMENT
1300 Beaubien
Detroit, Michigan 48226

Analysis and Planning Division
Commander Charles Henry
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	COM.	CITY	\$30,600
Inspector	1	S	INSP.	CITY	\$27,800
Lieutenant	1	S	LIEUT.	CITY	\$25,500
Sergeant	1	S	SGT.	CITY	\$22,750
Police Officer	7	S	P.O.	CITY	\$18,640
Principle Govt. Analyst	2	C		CITY	\$26,000
Junior Govt. Analyst	1	C		CETA	\$15,800
Typist	1	C		CITY	\$12,780

RESPONSIBILITIES

Administrative Problems

Written Directives

Federal Grant Coordination

Records and Statistics

Computer Operations

Contingency Plans

Crime Analysis

Crime Prevention

Staff Support for Chief Executive

DULUTH POLICE DEPARTMENT
Duluth
Michigan 55802

License, Training and Planning
Bureau
Lieutenant Joseph K. Wutz,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
License Director Training and Planning Director	1	S	LIEUTENANT	CITY	\$18,660
In-Service Training Officer	1	S	SERGEANT	CITY	\$17,028
Clerk Typist	1/2	C		CITY	\$ 8,604

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Contingency Plans
Forms Control
Staff Support for Chief

License Inspection
Training
Operational Problems
Department Budget
Mapmaking

ELIZABETH, NEW JERSEY POLICE DEPT.
Elizabeth
New Jersey

Planning Bureau
Joseph Brennan, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	S	LIEUTENANT	CITY	\$15,150
Assistant Planner	1	S	PTL.	CITY	\$12,800

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Department Budget

Crime Analysis

Federal Grant Coordination

Staff Support for Chief Executive

EL PASO POLICE DEPARTMENT
El Paso
Texas

Planning and Research Division
H. T. Vogel, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	ASST. CHIEF	CITY	\$19,256
Asst. Director	1	S	LIEUTENANT	CITY	\$14,292
Planning Analyst	1	S	LIEUTENANT	CITY	\$13,611
Research Analyst	1	S	SERGEANT	CITY	\$12,283
Draftsman/Planner	1	S	PTL.	CITY	\$10,070
Publications Editor	1	S	PTL.	CITY	\$10,070
Secretary	1	C		CITY	\$ 4,980

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Written Directives

Graphic Arts

Forms Control

Operational Problems

Mapmaking

Staff Support for Chief Executive

Long-Range Planning

FLINT, MICHIGAN POLICE DEPARTMENT
210 East Fifth Street
Flint, Michigan 48502

Planning & Research Section
David W. King, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Sergeant	2	S	SGT.	CITY	\$20,600
Specialist Planning & Research	1	C		CETA	\$13,300

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Crime Analysis

Federal Grant Coordination

Forms Control

Mapmaking

Staff Support for Chief Executive

Graphic Arts

FORT LAUDERDALE POLICE DEPARTMENT
Fort Lauderdale
Florida

Administrative Services Division
Major William McPherson, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$17,000

RESPONSIBILITIES

Administrative Problems
Department Budget

Federal Grant Coordination
Training

FORT WORTH, TEXAS POLICE DEPARTMENT
1000 Throckmorton
Forth Worth, Texas 76102

Research and Planning Division
W.R. Henson, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$16,980
Admin. Assistant II	2	C		CITY	\$12,012
Admin. Assistant I	2	C		CITY	\$10,392
PMIS Project Leader	1	S	LIEUT.	CITY	\$16,896
Clerk Typist III	1	C		CITY	\$ 8,544
Sergeant	1	S	SGT.	CITY	\$15,168
Detective	2	S	DET.	CITY	\$13,632
Administrative Aide	1	C		CITY	\$ 9,888
Police Officer	4	S	P.O.	CITY	\$12,192

RESPONSIBILITIES

Administrative Problems

Operational Problems

Federal Grant Coordination

Mapmaking

Written Directives

Crime Analysis

Forms Control

Graphic Arts

GLENDAL POLICE DEPARTMENT
140 North Isabel Street
Glendale, California

Planning and Fiscal Affairs Bureau
Donald Hughes, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$1,784 mo.
Chief Clerk	1	C		CITY	\$1,062 mo.
Police Cadets	2	C		CITY	\$ 3.31 hr.

RESPONSIBILITIES

Contingency Plans

Department Budget

Mapmaking

Written Directives

Forms Control

Staff Support for Chief Executive

GRAND RAPIDS POLICE DEPARTMENT
Grand Rapids
Michigan

Research and Planning
Robert D. Rowe, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$18,747
Assistant	1	S	SERGEANT	CITY	\$16,571
Research Assistant	1	S	PTL.	CITY	\$15,652
Analysis Aide	1	S	PTL.	CITY	\$15,052
Police Interns	2	C		LEAA	\$ 2.50 hr.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Graphic Arts

Mapmaking

Crime Prevention

Operational Problems

Written Directives

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

GREENSBORO POLICE DEPARTMENT
300 W. Washington Street
Greensboro, North Carolina 27402

Analysis and Planning Division
Daniel E. Wood, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.		\$1,533 - \$1,766 mo.
Fleet Services Officer	1	S	SERGT.		\$1,179 - \$1,365 mo.
Research Assistants	3	S	POLICE OFFICER II		\$879 - \$1,179 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Fleet Management

Mapmaking

Operational Problems

Written Directives

Crime Analysis

Forms Control

Capital Inventory Control

Equipment Specifications

HAMMOND, INDIANA POLICE DEPARTMENT
Hammond
Indiana

Planning Personnel and Training Division
John Klapak, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN	CITY	\$12,720
Planning Lieutenant	1	S	LIEUTENANT	CITY	\$12,120
Training Officers	2	S	SERGEANT	CITY	\$11,520
Court Officer	1	S	SERGEANT	CITY	\$11,520

RESPONSIBILITIES

Administrative Problems

Federal Grant Coordination

Training

Contingency Plans

Staff Support for Chief Executive

HARTFORD POLICE DEPARTMENT
155 Morgan Street
Hartford, Connecticut 06103

Program and Fiscal Management
John C. Burke, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C			\$19,193
Resource Coordinator	1	S	PTLM.		\$15,968
Assistant Resource Coordinator	1	S	PTLM.		\$15,968
Program & Evaluation Coordinator	1	S	PTLM.		\$15,968
Research & Development Coordinator	1	C			\$12,384
Fiscal Coordinator	1	S	PTLM.		\$15,968
Accounts Receivable Clerk	1	C			\$ 9,890
Accounts Payable Clerk	1	C			\$ 9,032
Payroll Clerk	1	C			\$10,845
Senior Clerk Steno	1	C			\$10,319
Senior Clerk Typist	1	C			\$ 9,890

RESPONSIBILITIES

Operational Problems

Written Directives

Staff Support for Chief

Administrative Problems

Department Budget

Federal Grant Coordination

HIALEAH POLICE DEPARTMENT
Hialeah
Florida

Administrative Division
Alden R. Berry, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	CAPTAIN	CITY	\$18,434
Planning Coordinator	1	S	PTL.	CITY	\$13,962
Clerk/Typist	1	C		CITY	\$ 7,774

RESPONSIBILITIES

Administrative Problems
Department Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Written Directives
Crime Analysis
Graphic Arts
Mapmaking
Uniforms

HOUSTON POLICE DEPARTMENT
61 Riesner Street
Houston, Texas 77002

Planning and Research Division
Kenneth T. DeFoor, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$1,943 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$1,676 mo.
Sergeant	2	S	SERGEANT	CITY	\$1,463 mo.
Detectives	2	S	DETECTIVES	CITY	\$1,463 mo.
Police Officers	14	S	PTL.	CITY	\$1,304 mo.
Statistical Analysis II	1	C		FEDERAL	\$1,050 mo.
Stenographer	1	C		FEDERAL	\$ 966 mo.
Clerks I,II,III	7	C		CITY	I \$ 886 mo. II \$ 996 mo. III \$1,050 mo.

RESPONSIBILITIES

Administrative Problems

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

Contingency Plans

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Equipment Evaluation

HUNTINGTON BEACH CALIFORNIA POLICE DEPT.
P.O. Box 70
Huntington Beach, California 92648

Special Operations Division
Michael Burkenfield, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN		

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Federal Grant Coordination

Staff Support for Chief Executive

Mapmaking

Crime Analysis

Written Directives

Graphic Arts

Forms Control

Computer Projects

INDEPENDENCE POLICE DEPARTMENT
223 N. Memorial Drive
Independence, Missouri 64050

Planning, Training & Research/Fiscal
Management Unit
Donald R. Huntsinger, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPT.	CITY	\$18,810
Training Director	1	S	SGT.	CITY	\$14,304
Training Instructor	1	S	P.O.	CITY	\$12,972
Statistical Analyst	1	S	P.O.	CITY	\$12,972
Property Officers	2	C		CITY	\$11,208

RESPONSIBILITIES

Administrative Problems

Written Directives

Crime Analysis

Staff Support for Chief Executive

Graphic Arts

Supplies

Operational Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Training

INDIANAPOLIS POLICE DEPARTMENT
50 N. Alabama Street
Indianapolis, Indiana 46204

Office of Planning and Research
Captain Anthony L. Miles, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPT.		
Assistant Director	1	S	LIEUT.		
Resource Planning Supervisor	1	S	SGT.		
Crime Analyst	1	S	PTL.		
Graphic Art Coordinator	1	S	LIEUT.		
Special Projects	1	S	PTL.		
Typist	1	C			
Graphic Artist	2	C			
Graphic Arts Super.	1	S	SGT.		
Budget Analyst	1	S	PTL.		
Policy & Proc. Super.	1	S	SGT.		
Policy & Proc. Planner	1	S	PTL.		
Special Projects Supervisor	1	S	SGT.		
Special Projects Control	1	S	PTL.		

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Forms Control

Operational Problems

Written Directives

Graphic Arts

Mapmaking

JACKSONVILLE POLICE DEPARTMENT
Room 506, Courthouse
Jacksonville, Florida 32202

Planning and Research Unit
B.H. Quesinberry, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$20,000
Sergeant	1	S	SERGEANT	CITY	\$17,000
Police Officer	1	S	PTL.	CITY	\$15,000
Police Officer	1	S		CITY	\$15,000
Senior Planner	1	C		GRANT	\$16,536
Senior Communications Prog.	1	C		GRANT	\$15,756
Planners	2	C		GRANT	\$12,948
Secretary II	1	C		GRANT	\$ 6,720

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Crime Analysis
Graphic Arts
Mapmaking
Contingency Plans

JERSEY CITY POLICE DEPARTMENT
8 Erie Street
Jersey City, New Jersey 07302

Planning & Development Division
Frederick J. Hahner, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	DEP. CHIEF	CITY	\$26,000
Planning Officer	1	S	DETECTIVE	CITY	\$15,500

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Forms Control

Staff Support for Chief Executive

Graphic Arts

Operational Problems

Written Directives

Federal Grant Coordination

Mapmaking

Crime Analysis

KANSAS CITY POLICE DEPARTMENT
1125 Locust
Kansas City, Missouri 64106

Administrative Analysis Division
Major Larry J. Joiner, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	MAJOR	CITY	\$1,799 - 2,048 mo.
Unit Commander	1	S	CAPTAIN	CITY	\$1,713 - 1,785 mo.
Supervisors	3	S	SERGEANT	CITY	\$1,409 - 1,628 mo.
Admin. Assistant	1	C		CITY	\$ 774 - 988 mo.
Research Officers	7	S	PTL.	CITY	\$ 866 - 1,339 mo.
Planning Officers	4	S	PTL.	CITY	\$ 866 - 1,339 mo.
Research Analyst	1	C		CITY	\$ 738 - 942 mo.
Graphic Illustrator	1	C		CITY	\$ 703 - 897 mo.
Clerk/Typist	2	C		CITY	\$ 454 - 579 mo.

RESPONSIBILITIES

Administrative Problems

Written Directives

Graphic Arts

Mapmaking

Crime Analysis

Contingency Plans

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

LEXINGTON-FAYETTE URBAN COUNTY DIVISION OF
POLICE

1409 Forbes Road
Lexington, Kentucky 40503

Planning Unit
Lieutenant Frank Smith, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	SERGEANT	CITY	\$373 bi-wkly.
Specialist	5	S	PTL.	CITY	\$347 bi-wkly.
Officer Manager	1	C		CITY	\$347 bi-wkly.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Federal Grant Coordinator

Mapmaking

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

LINCOLN POLICE DEPARTMENT
550 South 9th Street
Lincoln, Nebraska 68508

Planning, Research and Budgeting
Division
E.C. Armstead, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$17,418
Operations Analyst	1	S	SERGEANT	CITY	\$15,610
Patrolman	2	S	P.O.	CITY	\$13,466
Account Clerk	2	C		CITY	\$ 8,899

RESPONSIBILITIES

Department Budget

Federal Grant Coordination

Staff Support for Chief

Operational Problems

Crime Analysis

LOS ANGELES POLICE DEPARTMENT
Box 30158
Los Angeles, California 90030

Planning and Research Division
Captain W. M. Rathburn, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN		
Lieutenant II (Procedures & Directives)	1	S	LIEUTENANT		
Sergeant II (Manuals & Orders)	1	S	SERGEANT		
Police Officer III (Orders)	1	S	P.O.		
Sergeant II (Legal)	1	S	SERGEANT		\$2,080 mo.
Police Officer III (Legal & Legislative)	1	S	P.O.		\$1,670 mo.
Lieutenant II (Planning)	1	S	LIEUTENANT		\$2,445 mo.
Sergeant II (SPU)	1	S	SERGEANT		\$2,079 mo.
Police Officer II (Staff Research)	2	S	P.O.		\$1,576 mo.
Police Officer III (Staff Research)	1	S	P.O.		\$1,664 mo.
Sergeant II (Facilities)	1	S	SERGEANT		\$2,079 mo.
Senior Administrative Assistant	2	C			
Administrative Assistant	4	C			

RESPONSIBILITIES

Administrative Problems

Graphic Arts

Mapmaking

Long Range Planning

Product Evaluation

Written Directives

Forms Control

Staff Support for Chief

Legal Research

Environmental Impact Analysis

MADISON POLICE DEPARTMENT
Madison
Wisconsin

Planning and Research Unit
Jules Butler, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LEAA	\$17,000
Police Officer	1	S	PTL.	CITY	\$12,500

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Staff Support for Chief Executive

MIAMI POLICE DEPARTMENT
P. O. Box 614
Miami, Florida

Planning Unit
James Reese, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$1,563 mo.
Planning Sergeant	2	S	SERGEANT	CITY	\$1,167 mo.
Planning Officer	1	S	PTL.	CITY	\$1,007 mo.
Secretary	1	C		CITY	\$ 586 mo.

RESPONSIBILITIES

Administrative Problems

Written Directives

Contingency Plans

Staff Support for Chief Executive

MILWAUKEE COUNTY SHERIFF'S DEPARTMENT
821 W. State Street
Milwaukee, Wisconsin 53233

Planning & Research Bureau
George U. Brotz, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
P & R Coordinator	1	C		80%	\$18,000
Deputy Sheriff Cadet	1	C		80%	\$ 8,900
Clerk Steno III	1	C		100%	\$10,000

RESPONSIBILITIES

Administrative Problems

Written Directives

Federal Grant Coordination

Mapmaking

Operational Problems

Department Budget

Forms Control

Staff Support for Chief

MINNEAPOLIS POLICE DEPARTMENT
Minneapolis
Minnesota

Planning and Research Division
Jack McCarthy
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$1,425 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$1,250 mo.
Patrolmen	5	S	PTL.	CITY	\$1,100 mo.
Secretary	1	C		CITY	\$ 750 mo.
Admin. Analyst	1	C		CITY	\$1,200 mo.
Student Interns	3	C		CITY, STATE, FED.	\$2.50 - 3.00 hr.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

MOBILE POLICE DEPARTMENT
51 Government Street
Mobile, Alabama 36602

Planning Division
Lieutenant William M. Mingus
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planning Director	1	S	LIEUT.	CITY	\$15,612
Assistant Director	1	S	SGT.	CITY	\$13,752
Stenographer	1	C		CITY	\$ 8,412
Clerk	1	C		CITY	\$ 7,740
Law Enforcement Planner	1	C		LEAA	\$13,164

RESPONSIBILITIES

Administrative Problems

Contingency Problems

Department Budget

Federal Grant Coordination

Mapmaking

Graphic Arts

Operational Problems

Written Directives

Crime Analysis

Forms Control

Staff Support for Chief Executive

Awards

MONTGOMERY COUNTY DEPARTMENT OF POLICE
60 Courthouse Square
Rockville, Maryland 20850

Research and Planning Division
Sergeant Stephen J. Gaffigan
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director (Manager)	1	S	SERGEANT	LOCAL	\$22,000
Police Planner	1	S	PFC	LOCAL	\$18,000
Police Systems & Data Coordinator	1	C		LOCAL	\$20,000
Police Research Analyst	3	C		LOCAL	\$14,200
Program Evaluator	1	C		LOCAL	\$15,000
Administrative Aides	2	C		LOCAL	\$11,000

RESPONSIBILITIES

Administrative Problems

Crime Analysis

Staff Support for Chief

Written Directives

Federal Grant Coordination

NASHVILLE-DAVIDSON COUNTY
METROPOLITAN POLICE DEPARTMENT
211 Union Street - 1115 Stahlman Bldg.
Nashville, Tennessee 37201

Planning and Research Division
Major James A. York, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	MAJOR	CITY	\$1,220-1,635 mo.
Section Commander	3	S	LIEUT.	CITY	\$1,016-1,362 mo.
Section Vice Commander	3	S	SGT.	CITY	\$ 924-1,239 mo.
Police Officer	2	S	P.O.	CITY	\$ 801-1,073 mo.
Senior Stenographer	1	C		CITY	\$ 603-809 mo.

RESPONSIBILITIES

Administrative Problems

Operational Problems

Written Directives

Federal Grant Coordination

Contingency Plans

Department Budget

Crime Analysis

Graphic Arts

NASSAU COUNTY POLICE DEPARTMENT
1490 Franklin Avenue
Mineola, New York 11501

Planning Unit
Inspector H. Wignes, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	INSPECTOR	LOCAL	\$32,375
Deputy Commander	1	S	LIEUTENANT	LOCAL	\$23,781
Sergeant	3	S	SERGEANT	LOCAL	\$20,406 - 21,556
Police Officer	4	S	P.O.	LOCAL	\$16,874 - 18,474
Clerk-Typist II	2	C		LOCAL	\$10,313 - 10,763

RESPONSIBILITIES

Administrative Problems

Written Directives

Federal Grant Coordination

Staff Support for Chief Executive

Operational Problems

Crime Analysis

Forms Control

NEWARK POLICE DEPARTMENT
57 Green Street
Newark, New Jersey 07102

Planning and Research Bureau
Hubert Williams, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$19,675
Planning Officer	1	S	SERGEANT	CITY	\$15,874
Legal Officer	1	S	LEGAL ANALYST	CITY	\$20,355
Principal Clerk/ Stenographer	1	C		CITY	\$ 9,000
Planning Officer	3	S	LIEUTENANT	CITY	\$17,639
Planning Officer	3	S	DETECTIVE	CITY	\$14,250
Executive Secretary	1	C		PSEP	\$10,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Mapmaking

Annual Report

Operational Problems

Written Directives

Department Manual

Forms Control

Staff Support for Chief Executive

NEW ORLEANS POLICE DEPARTMENT
715 So. Broad Street
New Orleans, Louisiana 70151

Research and Planning
Hugh M. Collins, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director/Crime Analysis	1	S	SERGEANT	CITY/GRANT	\$ 821-1,154 mo.
Crime Analyst	3	S	PTL.	CITY/GRANT	\$ 710- 997 mo.
Police Planner	1	C		GRANT	\$ 862-1,212 mo.
Director/Data Systems	1	S	SERGEANT	CITY	\$ 821-1,154 mo.
Data Programmer	6	S	PTL.	CITY	\$ 710- 997 mo.
Data Programmer	4	C		CITY	\$ 710- 997 mo.
Division Director	1	C		CITY	\$1,548-1,706 mo.
Director/Planning-Research Section	1	S	SERGEANT	CITY	\$ 821-1,154 mo.
Police Planner	1	S	PTL.	CITY	\$ 710- 997 mo.
Police Planner	1	C		CITY	\$ 862-1,212 mo.

RESPONSIBILITIES

Administrative Problems

Operational Problems

Crime Analysis

Mapmaking

Data Systems

Contingency Plans

Graphic Arts

Forms Control

Staff Support for Chief Executive

NEW YORK CITY POLICE DEPARTMENT
#1 Police Plaza
New York, New York 10038

Office of Management Analysis
Assistant Chief Henry R. Morse
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
All Ranks	71	S	ALL RANKS	CITY	
Civilians	16	C			

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

NORFOLK POLICE DEPARTMENT
811 E. City Hall Avenue
Norfolk, Virginia 23510

Planning and Research Division
Captain O.L. Murden, Commanding Officer
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$19,920
Police Procedures Analyst	1	C		CITY	\$12,576-18,240
Police Planner	1	C		CITY	\$12,576-18,240
Research Analyst	1	C		CITY	\$10,344-15,120
Police Administrator	1	C		CITY	\$ 9,864-13,800
Senior Clerk Typist	1	C		CITY	\$ 6,672-9,864

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Written Directives

Forms Control

Staff Support for Chief Executive

Fleet Safety

OAKLAND POLICE DEPARTMENT
455 Seventh Street
Oakland, California 94607

Research and Development Section
Lieutenant John Vomacka, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Section Commander	1	S	LIEUTENANT		\$2,110 mo.
Police Officer	2	S	P.O.		1,595 mo.
Administrative Analyst	2	C			1,510 mo.
Administrative Analyst	2	C			1,400 mo.
Secretary	1	C			906 mo.
Clerk/Typist	1	C			836 mo.
Technical Writer	1	C			1,092 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

OMAHA POLICE DEPARTMENT
505 South 15th Street
Omaha, Nebraska

Research and Planning Unit
Blaine Berry, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$1,128 - 1,175 mo.
Sergeant	1	S	SERGEANT	CITY	\$1,035 - 1,082 mo.
Patrolmen	2	S	PTL.	CITY	\$ 772 - 971 mo.
Police Cadets	2	C		GRANT	\$ 2.50 hr.
Clerk/Typist	1	C		CITY	\$ 3.52 hr.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Federal Grant Coordination

Mapmaking

PEORIA POLICE DEPARTMENT
542 Southwest Adams Street
Peoria, Illinois

Planning and Research
Richard Couron
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Operations Analyst	1	C		CITY	\$20,000
Crime Analyst	1	C		LEAA	\$12,000
Clerk/Stenographer	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Operational Problems

Crime Analysis

Graphic Arts

Mapmaking

Department Budget

Federal Grant Coordination

Forms Control

Computer and Information System

PHILADELPHIA POLICE DEPARTMENT
Franklin Square
Philadelphia, Pennsylvania 19106

Research and Planning
David Cordivari, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	Captain	CITY	\$22,462
Lieutenant	2	S	LIEUTENANT	CITY	\$19,649
Sergeant	6	S	SERGEANT	CITY	\$17,275 ave.
Policemen	10	S	PTL.	CITY	\$15,192 ave.
Stenographer/Clerk I	1	C		CITY	
Clerk/Typist	1	C		CITY	
Clerk/Typist	1	C		CITY	

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Mapmaking

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

PHOENIX POLICE DEPARTMENT
620 W. Washington
Phoenix, Arizona 85003

Planning and Research Bureau
Samuel Lewis, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$22,464
Administrator, Policy and Procedures	1	S	SERGEANT	CITY	\$18,366
Program Review and Analysis Team	1	S	SERGEANT	CITY	\$18,366
Police Research Analyst	1	S	PTL.	CITY	\$15,537
Administrator, Plans and Stats	1	C		CITY	\$18,616
Program Review and Analysis Team	1	C		CITY	\$18,616
Administrative Assistant I	1	C		CITY	\$14,955
Computer Systems Analyst II	1	C		GRANT	\$18,950
Systems and Procedures Analyst II	1	C		CITY	\$16,307
Grant Coordination	1	S	PTL.	CITY	\$15,532
Secretary II	3	C		CITY	\$ 9,131
Typist II	1	C		CITY	\$ 8,195
Police Aide	1	C		CITY	\$ 8,798
Capital Improvement Planner	2	S	PTL.	CITY	\$15,537
Policy and Procedures Analyst	1	S	PTL.	CITY	\$15,537
Equipment and Forms Analyst	1	S	PTL.	CITY	\$15,537

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget (Planning)
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive
Computer Requirements Validation and Planning

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Mapmaking
Program Analysis

PIMA COUNTY SHERIFF'S DEPARTMENT
P.O. Box 910
Tucson, Arizona 85702

Planning and Research Section
Sergeant David L. Fisher
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	SERGEANT	LOCAL	\$16,300
Clerk Typist	2	C		LOCAL	\$10,100

RESPONSIBILITIES

Written Directives

Crime Analysis

Graphic Arts

Special Projects

Department Budget

Federal Grant Coordination

Manuals

PITTSBURGH POLICE DEPARTMENT
Pittsburgh
Pennsylvania

Criminal Justice Planning Unit
George Jacoby, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		LEAA	
Secretary	1	C		LEAA	

RESPONSIBILITIES

Federal Grant Coordination

PORTLAND POLICE DEPARTMENT
222 S.W. Pine
Portland, Oregon 97204

Planning and Research Division
William Richardson
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LT.	CITY	\$9.55 hr.
Assistant Director	1	S	SGT.	CITY	\$8.10 hr.
Police Officer	1	S	PTL.	CITY	\$6.97 hr.
Operations Analyst	2	C		CITY	\$7.95 hr.
Police Records Clerk	1	C		CITY	\$4.39 hr.
Clerk Typist	1	C		CITY	\$3.86 hr.

RESPONSIBILITIES

Administrative Problems

Graphic Arts

Map Making

Data Processing Coordination

Written Directives

Forms Control

Staff Support for Chief Executive

PORTSMOUTH POLICE DEPARTMENT
711 Crawford Street
Portsmouth, Virginia 23704

Planning and Analysis Unit
Charles E. Reynolds, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$13,387
Management Analyst	1	C		CITY	\$12,621
Clerk/Typist	1	C		CITY	\$ 5,500
Systems Analyst	1	C		CITY	\$15,891

RESPONSIBILITIES

Administrative Problems

Federal Grant Coordination

Crime Analysis

Mapmaking

Data Processing Coordination

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

PROVIDENCE POLICE DEPARTMENT
209 Fountain Street
Providence, Rhode Island 02903

Planning and Research Bureau
Sergeant John D. Zielinski, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	SERGEANT	CITY	\$265 week
Analytical Statistician	1	S	PTL.	CITY	\$238 week
Analytical Planner	1	S	PTL.	CITY	\$238 week

RESPONSIBILITIES

Administrative Problems

Operational Problems

Written Directives

Federal Grant Coordination

Graphic Arts

Forms Control

Department Budget

Contingency Plans

Crime Analysis

Staff Support for Chief Executive

Mapmaking

RIVERSIDE POLICE DEPARTMENT
P.O. Box 88
Riverside, California 92502

NO PLANNING UNIT
(1974)

ROANOKE POLICE DEPARTMENT
309 3rd Street, S.W.
Roanoke, Virginia

Services Division
Captain Henry R. Kiser, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$631.50 bi/wk.
Training Director	1	S	LIEUTENANT	CITY	\$573.00 bi/wk.
Records Section Sergeant	1	S	SERGEANT	CITY	\$494.50 bi/wk.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Training

Records

ROCHESTER POLICE DEPARTMENT
Civic Center Plaza
Rochester, New York 14614

Research and Evaluation Section
Delmar Leach, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Captain	1	S	CAPTAIN	CITY	
Police Lieutenant	1	S	LIEUTENANT	CITY	
Police Sergeant	1	S	SERGEANT	CITY	
Police Officer	1	S	P.O.	CITY	
Systems Analyst	1	C		CITY	
Program Analyst	1	C		CITY	
Computer Programmer	1	C		CITY	
Senior Stenographer	1	C		CITY	
Clerk I	1	C		CITY	
Clerk III	2	C		CITY	
Clerk/Typist	1	C		CITY	
Police Review Specialist	1	C		CITY	
Police Sergeant	1	S	SERGEANT	GRANT	
Facit Coordinator	1	C		GRANT	
Victims Coordinator	1	C		GRANT	
Senior Research Analyst	1	C		GRANT	
Research Analyst (FT)	1	C		GRANT	
Research Analyst (PT)	1	C		GRANT	
Youth Resource Specialist	1	C		GRANT	
Municipal Assistant (CETA)	1	C		GRANT	
Victim Service Worker	5	C		GRANT	
Programmer-Analyst	1	C		GRANT	
Senior Stenographer	3	C		GRANT	
Clerk III/Typist	4	C		GRANT	
Clerk Typist	1	C		GRANT	
Duplicating Offset Operator	1	C		GRANT	
Senior Support Team Specialist	1	C		GRANT	
Support Team Specialist	4	C		GRANT	
Support Team Aide	3	C		GRANT	
Junior Systems Analyst	1	C		GRANT	

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Forms Control
Staff Support for Chief

Operational Problems
Written Directives
Federal Grant Coordination
} Mapmaking

ROCKFORD POLICE DEPARTMENT
Public Safety Building
420 West State Street
Rockford, Illinois 61104

Research and Development Division
John Weeks, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$20,500
Research Assistant	1	C		CITY	\$10,500

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Staff Support for Chief Executive

Mapmaking

Operational Problems

Written Directives

Crime Analysis

Forms Control

Graphic Arts

ST. LOUIS POLICE DEPARTMENT
1200 Clark Avenue
St. Louis, Missouri 63103

Planning and Development
Division
Gerald O'Connell, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$17,810
Planning Section Super.	1	S	SERGEANT	CITY	\$15,028
Senior Program Analyst Supervisor	1	C		CITY	\$20,904
Computer Section Super.	1	C		CITY	\$10,270
Project Director, Police Operations Analysis and Evaluation Unit	1	C		CITY	\$15,730
Research Assistants	7	S & C	P.O.	CITY	\$13,130-16,484
Programmer Analyst I	3	C		CITY	\$15,730
Programmer Analyst II	1	C		CITY	\$16,484
Research Assistant	2	C		GOV. GRANT	\$10,998
RJE Operator	1	C		CITY	\$ 8,710
Lead Control Clerk	1	C		CITY	\$ 8,320
Control Clerks	4	C		CITY	\$ 7,566
Lead Key punch Operator	2	C		CITY	\$ 8,710
Key punch Operator II	3	C		CITY	\$ 8,320
Key punch Operator I	6	C		CITY	\$ 7,566
Secretary	1	C		CITY	\$10,738
MT/ST Composer Operator	1	C		CITY	\$ 9,308
Typist A	1	C		CITY	\$ 7,566
Forms Control Supervisor	1	C		CITY	\$11,232

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Federal Grant Coordination

Map Making

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

ST. LOUIS COUNTY POLICE DEPARTMENT
7900 Forsyth Boulevard
Clayton, MO. 63105

Bureau of Planning & Research
Mr. Richard A. Valdez, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Bureau Director	1	C		LOCAL	\$16,781 - 21,418
Assistant Bureau Director	1	C		LOCAL	\$15,209 - 19,425
Research Associate	4	C		LOCAL	\$13,807 - 17,613
Police Officer	2	S	PATROLMAN	LOCAL	\$11,344 - 13,613
Draftsman	1	C		LOCAL	\$ 7,800 - 9,048
Secretary	1	C		LOCAL	\$ 7,523 - 9,048

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief

Operational Problems
Crime Analysis
Graphic Arts
Mapmaking
Long Range Planning

ST. PETERSBURG POLICE DEPARTMENT
1300 First Avenue North
St. Petersburg, Florida 33705

Research and Development
Peter Richman, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Chief	1	C		CITY	\$16,000
Program Planner	3	C		CITY	\$12-14,000
Man. Methods Analyst	4	C		CITY	\$ 9-12,000
Account Clerk I	1	C		CITY	\$ 6-8,000
Account Clerk II	1	C		CITY	\$ 7-9,000
Clerk/Stenographer	1	C		CITY	\$ 6-8,000
Clerk/Typist	1	C		CITY	\$ 5-7,000

RESPONSIBILITIES

Operational Problems

Department Budget

Federal Grant Coordination

Written Directives

Crime Analysis

Program and Project Evaluation

ST. PAUL POLICE DEPARTMENT
101 E. 10th Street
St. Paul, Minnesota 55101

Research and Development
Lieutenant Ted Brown, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Unit Head	1	S	LIEUTENANT	CITY	\$20,000
Sergeant	1	S	SERGEANT	CITY	\$18,000
Research Analysts	2	C		CITY	\$14,000

RESPONSIBILITIES

Administrative Problems

Department Budget

Staff Support for Chief Executive

Operational Problems

Written Directives

Federal Grant Coordination

SACRAMENTO COUNTY SHERIFF'S DEPARTMENT
711 G Street
Sacramento, California 95814

Sheriff's Executive Council Staff
Dennis Drew, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	INSPECTOR	LOCAL	
Steno II	1	C		CETA	
EDP Liaison Officer	1	S	SERGEANT	LEAA	
Department Artist	1	S	SERGEANT	LOCAL	
Grantsman & Vehicle Maintenance	1	S	CORPORAL	LOCAL	
Assistant EDP Liaison	1	S	CORPORAL	LOCAL	
Facilities Coordinator	1	C		LOCAL	
Management Analyst and Forms Control	1	C		LOCAL	
Assistant EDP Liaison and Special Studies	1	C		CETA	

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Graphic Arts

Mapmaking

Operational Problems

Written Directives

Federal Grant Coordination

Forms Control

Staff Support for Chief

SALT LAKE CITY POLICE DEPARTMENT
450 South Third Street
Salt Lake City, Utah 84111

Planning and Research Division
Glen Cahoon, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUT.	CITY	\$1,100 mo.
Research Assistant	1	C		CITY	\$1,000 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map Making

SAN ANTONIO POLICE DEPARTMENT
214 W. Nueva Street
San Antonio, Texas 78207

Research and Planning Bureau
Captain R.D. Ahen, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$1,826 mo.
Planning Officer	1	S	LIEUTENANT	CITY	\$1,588 mo.
Graphics Technician	1	S	CORPORAL	CITY	\$1,201 mo.
Orders Technician	1	S	CORPORAL	CITY	\$1,201 mo.
Info Technician	1	C		CITY	\$1,037- 1,389 mo.

RESPONSIBILITIES

Administrative Problems

Written Directives

Graphic Arts

Staff Support for Chief Executive

Contingency Plans

Crime Analysis

Operational Problems

Federal Grant Coordination

Forms Control

SAN DIEGO POLICE DEPARTMENT
801 W. Market Street
San Diego, California 92101

Research and Analysis Unit
Lieutenant David J. Spisak,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Unit Commander	1	S	LIEUTENANT	CITY	\$21,913
Police Sergeant	2	S	SE RGEANT	CITY	\$18,948
Police Officer	2	S	P.O.	CITY	\$16,416
Associate Administrative Analyst	2	C		CITY	\$17,330
Assistant Administrative Analyst	2	C		CETA	\$14,773
Administrative Trainee	1	C		CETA	\$14,000
Intermediate Stenographer	1	C		CITY	\$ 9,961
Intermediate Typist	1	C		CITY	\$ 9,348

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Department Employee Evaluation

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Mapmaking

SAN DIEGO COUNTY SHERIFF'S DEPARTMENT
Post Office Box 2991
San Diego, California 92112

Budget and Planning Division
George E. Lejeck, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Administrative Assistant (Director)	1	C		LOCAL	\$20,040
Administrative Assistant	1	C		LOCAL	\$18,192
Administrative Assistant	1	C		LOCAL	\$16,920
Senior Clerk	1	C		LOCAL	\$11,148
Intermediate Steno	1	C		LOCAL	\$ 9,060

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Forms Control

Staff Support for Chief

Supplies

Accounting

Operational Problems

Written Directives

Federal Grant Coordination

Mapmaking

Appropriations Control

Office Services

SAN JOSE POLICE DEPARTMENT
P.O. BOX 270
San Jose, California 95103

Research and Development
Lieutenant Robert V. Bradshaw
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	OPERATING BUD- GET	\$943.20 bi/wk.
Operation & Methods Assistant Commander	1	S	SERGEANT	OPERATING BUD- GET	\$815.20 bi/wk.
Operations and Methods	1	S	POLICE OFF.	OPERATING BUD- GET	\$704.00 bi/wk.
Police Automated Systems Coordinator	1	C		OPERATING BUD- GET	\$764.00 bi/wk.
Typist Clerk II	6	C		OPERATING BUD- GET	\$411.20 bi/wk.
Staff Analyst II	1	C		OPERATING BUD- GET	\$753.60 bi/wk.
Administrative Analyst III	1	C		OPERATING BUD- GET	\$867.29 bi/wk.
Statistical Analyst	2	C		OPERATING BUD- GET	\$855.20 bi/wk.
Assistant Police Woman	1	S	POLICE WOMAN	OPERATING BUD- GET	\$623.20 bi/wk.
Stenographer II	1	C		OPERATING BUD- GET	\$479.20 bi/wk.
Principal Clerk	1	C		OPERATING BUD- GET	\$490.40 bi/wk.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Graphic Arts
Mapmaking
Library Maintenance
Awards Commission Review

Operational Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive
Statistics

SAN FRANCISCO POLICE DEPARTMENT
850 Bryant Street
San Francisco, California 94103

Planning and Research Bureau
Captain George E. Dyer, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$2,444 mo.
Fiscal Officer	1	S	LIEUTENANT	CITY	\$2,088 mo.
Office Supervisor	1	S	SERGEANT	CITY	\$1,820 mo.
Graphic Artist	1	S	PATROLMAN	CITY	\$1,568 mo.
Offset Printer	2	S	PATROLMEN	CITY	\$1,568 mo.
EDP & Systems Development	3	S	PATROLMEN	CITY	\$1,568 mo.
General Planners	3	S	PATROLMEN	CITY	\$1,568 mo.
Accountants	3	C		CITY	\$1,133 mo.
Operations Analyst	2	C		CITY	\$1,379 mo.
Management Assistant	1	C		CITY	\$1,303 mo.
Clerk/Steno	3	C		CITY	\$ 866 mo.
Senior Systems & Procedures Analyst	1	C		CITY	\$1,666 mo.

RESPONSIBILITIES

Administrative Problems

Crime Analysis

Graphic Arts

Mapmaking

Contingency Plans

Written Directives

Department Budget

Federal Grant Coordination

Forms Control

Operational Problems

SANTA CLARA POLICE DEPARTMENT
180 West Hedding Street
San Jose, California 95110

Research and Development
Jim Dittman, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$1,520 - 1,848 mo.
Administrative Assistant	2	S	OFFICER	CITY	\$1,104 - 1,330 mo.
Administrative Analyst	1	C		CITY	\$1,024 - 1,245 mo.
Stenographer	1	C		CITY	\$675-798 mo.

RESPONSIBILITIES

Administrative Problems

Crime Analysis

Graphic Arts

Analysis Studies

Operational Problems

Federal Grant Coordination

Staff Support for Chief Executive

SEATTLE POLICE DEPARTMENT
Arctic Building
Seattle, Washington 98104

Inspectional Services Division
Major D.J. Kelsey, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Major	1	S	MAJOR	CITY	\$2,675 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$2,023 mo.
Sergeant	2	S	SERGEANT	CITY	\$1,645 mo.
Patrolman	5	S	OFFICER	CITY	\$1,431 mo.
Senior Analyst Management Systems	1	C		CITY	\$1,945 mo.
Analyst Management Systems	1	C		CITY	\$1,630 mo.
Analyst Methods Assistant	2	C		CITY	\$1,178 mo.
Administrative Specialist I	1	C		CITY	\$ 980 mo.
Administrative Support Assistant	2	C		CITY	\$ 870 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Mapmaking

Inspections

SPRINGFIELD POLICE DEPARTMENT
130 Pearl Street
Springfield, Massachusetts

Planning
James Controvich, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Planner	1	C		FEDERAL	

RESPONSIBILITIES

Operational Problems	Crime Analysis
Federal Grant Coordination	Forms Control
Map Making	

SPRINGFIELD POLICE DEPARTMENT
321 East Chestnut Expressway
Springfield, Missouri 65802

Administrative Information and
Police-Community Relations
Jack Sifford, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		MLEAC	(2/3 time)\$6,000
Director: Community- Relations	1	S	(no designated MLEAC rank)		\$11,232

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

News Media

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map Making

Civic Liaison

SUFFOLK COUNTY POLICE DEPARTMENT
Yaphank Avenue
Yaphank, New York 11980

Planning and Research Section
Lieutenant Thomas B. Smith, Commanding
Officer
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Sergeant	1	S	SERGEANT	LOCAL	\$21,000
Police Officer	4	S	P.O.	LOCAL	\$18,000
Senior Systems Analyst	1	C		LOCAL	\$21,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Staff Support for Chief

Operational Problems

Federal Grant Coordination

EDP Systems Development

SYRACUSE POLICE DEPARTMENT
511 South State Street
Syracuse, New York 13202

Planning, Research & Management
Division
Captain John E. Donahue, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$18,465
Sergeant	2	S	SERGEANT	CITY	\$15,487 - 16,287
Police Officer	1	S	OFFICER	CITY	\$14,287

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Mapmaking

TACOMA POLICE DEPARTMENT.
930 S. Tacoma Avenue
Tacoma, Washington 98405

Research, Development and
Budgeting
Charles V. Waid, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		CITY	\$23,200
Investigators	2	S	INVESTIGATORS	CITY	\$18,500

RESPONSIBILITIES

Administrative Problems

Written Directives

Crime Analysis

Department Budget

Federal Grant Coordination

Staff Support for Chief Executive

TOLEDO POLICE DEPARTMENT
525 N. Erie Street
Toledo, Ohio 43624

Planning and Research Unit
Richard A. McAtee, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN	CITY	\$21,879
Police Planner	3	S	PTL.	CITY	\$15,055
Police Planner	1	S	SERGEANT	CITY	\$17,280
Systems Analyst	1	C		CITY	\$19,749

RESPONSIBILITIES

Administrative Problems

Written Directives

Federal Grant Coordination

Mapmaking

Contingency Plans

Operational Problems

Department Budget

Forms Control

Staff Support for Chief Executive

TOPEKA POLICE DEPARTMENT
204 W. 5th Street
Topeka, Kansas

Research and Planning
Lieutenant Harry Cox, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$1,212 mo.
Detective Sergeant	1	S	DET. SERGEANT	CITY	\$1,161 mo.
Stenographer I	1	C		CITY	\$485-646 mo.
Clerk I	1	C		FEDERAL	\$448-595 mo.

RESPONSIBILITIES

Operational Problems

Crime Analysis

Mapmaking

Department Budget

Graphic Arts

Written Directives

Administrative Problems

Federal Grant Coordination

Contingency Plans

Forms Control

Staff Support for Chief Executive

TORRANCE POLICE DEPARTMENT
3131 Torrance Boulevard
Torrance, California 90503

Research and Training Division
Lieutenant Peter Herley,
Commander
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$14.40 hr.
Supervisor	1	S	SERGEANT	CITY	\$12.51 hr.
Project Officer	1	S.	OFFICER	CITY	\$11.05 hr.
Intelligence Officer	1	S	OFFICER	CITY	\$11.05 hr.
Typist/Clerk	1	C		CITY	\$ 5.21 hr.
Senior Typist	2	C		CITY	\$ 5.88 hr.
Analysts	2	C		CITY	\$ 7.08 hr.
Rangemaster	1	S	OFFICER	CITY	\$11.08 hr.

RESPONSIBILITIES

Administrative Problems

Written Directives

Crime Analysis

Intelligence

Contingency Plans

Department Budget

Federal Grant Coordination

TRENTON POLICE DEPARTMENT
Trenton, New Jersey

Planning and Research
Howard Waldron, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Project Director	1	S	CAPT.	FED, STATE, CITY	\$17,815
Planner	1	C		FED, STATE, CITY	\$15,222
Senior Planner	1	C		FED, STATE, CITY	\$12,380
Police Planner	1	S	OFF.	CITY	\$12,719
Secretary	1	C		FED, STATE, CITY	\$ 9,365

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Operational Problems

Written Directives

Crime Analysis

Staff Support for Chief Executive

TUCSON POLICE DEPARTMENT
P. O. Box 1071
Tucson, Arizona 85702

Planning/Research Section
George Haertel, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Coordinator	1	C		CITY	\$1,295 mo.
Supervisor	2	S	SGT.	CITY	\$1,295 mo.
Analyst III	1	C		CITY	\$1,014 mo.
Operational Analyst	2	S	OFF.	CITY	\$1,065 mo.
Orders Officer	1	S	OFF.	CITY	\$1,065 mo.
Grants Coordinator	1	S	OFF.	CITY	\$1,014 mo.
Department Analyst	1	C		CITY	\$834 mo.
Police Illustrator	1	C		CITY	\$876 mo.
Accounts Clerk	1	C		CITY	\$537 mo.
Clerk/Steno	1	C		CITY	\$564 mo.
Youth Worker	1	C		CITY	\$288 mo.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Forms Control

Staff Support for Chief Executive

Operational Problems

Written Directives

Crime Analysis

Graphic Arts

Map Making

CONTINUED

10F4

**National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice
Washington, D. C. 20531**

Mapmaking.

UPPER DARBY POLICE DEPARTMENT
Upper Darby
Pennsylvania

Planning and Research Division
Joseph A. Charley, Director
(1974)

VIRGINIA BEACH POLICE DEPARTMENT
Municipal Center
Virginia Beach, Virginia 23456

Planning & Analysis Unit
Captain D. G. McCloud, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	LIEUTENANT	CITY	\$14,276
Asst. Supervisor	1	S	SERGEANT	CITY	\$13,358

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Department Budget
Crime Analysis	Staff Support for Chief Executive

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$19,440
Police Analyst	2	C		CITY	\$12,000

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief

WACO POLICE DEPARTMENT
Waco
Texas

Planning and Evaluation
Frank A. Wilson, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CJC TX	\$1,150 mo.
Assistant Planner	1	S	LIEUTENANT	CJC TX	\$ 955 mo.
Planning Specialist	1	S	PTL.	CJC TX	\$ 815 mo.
Reports Review	1	C		CJC TX	\$ 600 mo.

RESPONSIBILITIES

Operational Problems	Contingency Plans
Written Directives	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief Executive	Manpower Analysis

METROPOLITAN POLICE DEPARTMENT
Washington
D. C.

Planning and Development
Charles M. Monroe, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Adm. & Man. Analysis	12	C & S		FEDERAL	(GS-5) - (GS-11)
Man. Planning & Analysis	16	C & S		FEDERAL	(GS-5) - (GS-13)
Finan. & Prog. Analysis	24	C & S		FEDERAL	(GS-4) - (GS-12)
Programs Analysis	14	C & S		FEDERAL	(GS-5) - (GS-12)
Uniformed Personnel	12	S	OFFICER - DEP. CHIEF	FEDERAL	

RESPONSIBILITIES

Administration and Management	Management Planning and Analysis
Administrative Management	Financial and Program Analysis
Financial Management	Program Analysis

WATERBURY POLICE DEPARTMENT
235 Grand Street
Waterbury, Connecticut 06702

Planning and Research
Lieutenant Dennis Antonacci,
Director
(1977)

WICHITA POLICE DEPARTMENT
455 N. Main Street
Wichita, Kansas 67202

Planning and Research Section
Captain Richard L. Cole, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$16,600
Clerk/Typist	1	C		CITY	\$ 6,800
Patrolman	1	S	POLICE OFFICER	CITY	\$13,520

RESPONSIBILITIES

Graphic Arts
Federal Grant Coordination
Staff Support for Chief Executive

Contingency Plans
Mapmaking
Forms Control

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$18,421
Crime Analyst	1	C		LEAA	\$15,246
Police Officer	1	S	P.O.	CITY	\$10,438
Management Trainee	1	C		CITY	\$10,849

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Forms Control
Mapmaking

Department Budget
Written Directives
Federal Grant Coordination
Staff Support for Chief Executive

WINSTON-SALEM POLICE DEPARTMENT
100 N. Main Street
Winston-Salem, North Carolina 27102

Planning and Research Unit
Captain J.C. Bolt, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain-Director	1	S	CAPTAIN	CITY	\$24,000
Patrolman	2	S	PTL.	CITY	\$13,500
Secretary	1	C		CETA I	\$ 8,300

RESPONSIBILITIES

Administrative Problems
Operational Problems
Crime Analysis
Forms Control

Contingency Plans
Written Directives
Graphic Arts
Mapmaking

WORCESTER POLICE DEPARTMENT
3 Waldo Street
Worcester, Massachusetts 01608

Planning Unit
Robert Sullivan, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		CITY	
Operations Analyst	1	C		FEDERAL GRANT	

RESPONSIBILITIES

Administrative Problems
Department Budget
Federal Grant Coordination
Forms Control
Data Processing

Operational Problems
Crime Analysis
Mapmaking
Contingency Plans

YONKERS POLICE DEPARTMENT
10 St. Casimir Avenue
Yonkers, New York 10701

Planning and Development Division
Lieutenant Albert R. McEvoy,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	LIEUTENANT	CITY	\$20,642
Reprod. System Operator	1	C		CITY	\$12,000
Crime Analyst	1	S	P.O.	CITY	\$14,850
Print Shop Supervisor	1	S	P.O.	CITY	\$14,850

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Graphic Arts
Mapmaking
Written Directives

Operational Problems
Department Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive
Print Shop

55388 STON POLICE

Catalog of Staff Studies
by Police Planning and
Research Divisions

Summer, 1977



Joseph M. Jordan
Police Commissioner



55-88

Boston Police

PLANNING & RESEARCH DIVISION

154 Berkeley Street
Boston, Massachusetts 02116

February 21, 1979

FEB 26 REC'D

NCJRS Library Services
Box 6000
Rockville, Maryland 20850

Dear NCJRS:

Please find enclosed copies of two of our studies entitled Handgun Control: A Survey of the Leading Law Enforcement Officials in the Country, and Catalog of Staff Studies of Police Planning and Research Divisions.

Since we have had numerous requests for these reports since their publication, we thought you may be interested in reviewing them as a possible reference source. Plans are to update the Catalog during the fall of this year and every two years thereafter.

If we may provide any further information on this subject, please feel free to call at (617) 247-4530 or write the address below.

Sincerely,



Ronald A. Cedrone
Research Analyst
154 Berkeley Street
Boston, Massachusetts 02116

enclosures: 2

BOSTON POLICE DEPARTMENT

PLANNING AND RESEARCH DIVISION

Superintendent John F. Doyle, Chief, B.I.S.

Lieutenant Robert M. Corbett, Director, P&R Div.

Mr. Ronald A. Cedrone, Research Analyst, P&R Div.

Cover illustration by Robert Neville

Summer 1977

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Participating Departments (listed alphabetically)	

Akron, OH.
Albany, N.Y.
Alexandria, VA.
Anaheim, CA.
Atlanta, GA.
Baltimore, MD.
Baltimore County, MD.
Baton Rouge, LA.
Beaumont, TX.
Boston, MA.
Bridgeport, CT.
Charlotte, N.C.
Chicago, ILL.
Cincinnati, OH.
Cleveland, OH.
Colorado Springs, CO.
Columbus, OH.
Corpus Christi, TX.
Dade County, FL.
Dallas, TX.
Denver, CO.
Des Moines, IA.
Detroit, MI.
Duluth, MN.
Elizabeth, N.J.
El Paso, TX.
Flint, MI.
Fort Lauderdale, FL.
Fort Worth, TX.
Fresno, CA.
Glendale, CA.
Grand Rapids, MI.
Greensboro, N.C.
Hammond, IN.
Hartford, CT.

Hialeah, FL.
Houston, TX.
Huntington Beach, CA.
Independence, MO.
Indianapolis, IN.
Jacksonville, FL.
Jersey City, N.J.
Kansas City, MO.
Lexington-Fayette, KY.
Lincoln, NE.
Los Angeles, CA.
Madison, WI.
Miami, FL.
Milwaukee County, WI.
Minneapolis, MN.
Mobile, AL.
Montgomery County, MD.
Nashville, TN.
Nassau County, N.Y.
Newark, N.J.
New Orleans, LA.
New York, N.Y.
Norfolk, VA.
Oakland, CA.
Omaha, NE.
Peoria, IL.
Philadelphia, PA.
Phoenix, AZ.
Pima County, AZ.
Pittsburg, PA.
Portland, OR.
Portsmouth, VA.
Providence, R.I.
Roanoke, VA.
Rochester, N.Y.

Rockford, IL.
St. Louis, MO.
St. Louis County, MO.
St. Paul, MN.
St. Petersburg, FL.
Sacramento County, CA.
Salt Lake City, UT.
San Antonio, TX.
San Diego, CA.
San Diego County, CA.
San Francisco, CA.
San Jose, CA.
Santa Clara, CA.
Seattle, WA.
Springfield, MA.
Springfield, MO.
Suffolk County, N.Y.
Syracuse, N.Y.
Tacoma, WA.
Toledo, OH.
Topeka, KS.
Torrance, CA.
Trenton, N.J.
Tucson, AZ.
Tulsa, OK.
Upper Darby, PA.
Virginia Beach, VA.
Waco, TX.
Washington, D.C.
Waterbury, CT.
Wichita, KS.
Winston-Salem, N.C.
Worcester, MA.
Yonkers, N.Y.
Index of Staff Studies

PREFACE

The primary purpose of this Catalog is to facilitate the exchange of valuable information among police departments nationwide. The survey of police planning and research divisions which produced the Catalog has proven that there is a wealth of information and experience in these units and departments, and that many of the projects and studies performed by them are mutually beneficial.

It should be noted here that, although this Catalog contains many of the more prominent research studies and projects of police planning and research divisions, it does not purport to be an all encompassing index. Many of the departments responding listed only their major projects, or only those they felt were suitable for inclusion in the Catalog. It is recommended that the user, in the case of the Catalog failing to list the topic of his or her interest, contact the planning and research division of their choice and further inquire into the matter.

* * * * *

Special acknowledgement is extended to our former director of Planning and Research, Joseph D. Lambert, and former staff member Matthew Epstein for their production of the original Catalog in April of 1975.

INTRODUCTION

One of the major obstacles existing today in the field of law enforcement in particular, and the criminal justice system in general, is a lack of an effective communication arrangement among system agencies. This lack of communication results in a needless duplication of effort. Many good ideas and methods of operation developed by other police departments remain unknown and therefore unusable by law enforcement agencies involved in similar research efforts. Departments struggle with problems which could be more easily facilitated if they were able to draw upon the practical experiences of other departments.

As the magnitude and complexity of the police role continues to grow, there is a concomitant need for a more precise planning and analysis function to meet this increasingly demanding role. The need is for practical, "in-house" research efforts which produce information that police departments can easily relate and apply to their own particular situations. It is precisely this type of information that this Catalog intends to supply.

Our own experience with the Catalog has shown that many other departments have researched topics or been involved in projects that have served as a model for us in phases such as problem definition, research design and methodology. Where applicable, the findings or results of these projects were incorporated in our research reports, resulting in a considerable saving of time and effort and allowing us more opportunity to address the immediate problem at hand.

Although there is still a void in communication and professional reciprocity of criminal justice information, the condition has improved

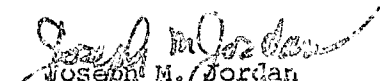
SUMMARY OF SURVEY RESULTS

over the past few years. LEAA's National Criminal Justice Reference Service has proven to be a valuable source of criminal justice information. Various institutes, academies, universities and professional associations have become increasingly involved in the research and dissemination of articles and reports dealing with many issues in the field of law enforcement.

However, this Catalog has proven to be most helpful in acquiring information in those areas of law enforcement where there exists a scarcity of empirical study and evaluation. Without this Catalog of Staff Studies we would not have enjoyed the benefit of other department's experiences and qualified assistance.

The response over the past two and one half years to the first edition of the Catalog has been most encouraging. We have received and sent numerous requests for copies of studies which were listed in the original edition. We have also experienced a favorable feedback from police chiefs and planning units nationwide on the utility of the Catalog. The new edition has been expanded and includes will over 300 project/study listings and over 100 major police planning and research divisions.

The purpose of this Catalog is to make available the valuable unpublished and unpublicized research reports of police planning and research divisions from across the country. This Department thanks you for your contributions and hopes that the utilization of the information will facilitate meaningful communication among users of the Catalog.


Joseph M. Jordan
Police Commissioner

The survey conducted yielded useful information concerning the planning and research functions of the responding police departments. The twofold purpose of the survey was to 1) provide an extensive catalog of staff studies and projects to facilitate the exchange of valuable information and experience among police agencies, and 2) collect relevant information concerning the organizational nature of police planning and research units.

Seventy-six (76) of the 109 departments contacted responded to this 1977 survey, resulting in a 70% response rate. Of the ninety departments responding to the original 1974 survey, sixty-two (62) provided updated 1977 information. Fourteen (14) departments were added on to the 1977 catalog that were not represented in the 1974 edition.

In total, 104 departments are listed -- seventy-six containing information current to April, 1977, and twenty-eight with information current as of December, 1974. The data indicating the currentness of the information can be found, in parentheses, below the name of the director of each planning unit.

The entire catalog contains 344 separate listings of projects or studies performed by the various planning and research units around the country. Most of these listings have brief annotations (submitted by the respondents) describing the project or study.

A wide range of police activities are examined. Team policing, decentralization, communications and data processing, civilianization, patrol allocation, women in policing, investigation and intelligence, field reporting, and response time analysis are just a few of the topics which have been studied by police agencies and are listed in this catalog.

The following sections depict the organizational and operational nature of the seventy-six recently responding police department planning units.

LOCATION WITHIN THE ORGANIZATION

All but one of the seventy-six planning and research units are organizationally located in either the chief's office or the division or bureau responsible for administrative or management services. Specifically, forty-one units are responsible directly to the office of the chief of police, thirty-four to a bureau of management or administrative services, and one to a bureau of investigative services.

SCOPE OR RESPONSIBILITIES

Survey respondents were asked to designate which of ten general types of activities they are responsible for. The breakdown is as follows.

Administrative problems are within the scope of responsibility of seventy units. Sixty-seven planning units are responsible for written directives, sixty-five for staff support for the chief, and sixty-four for the managing of federal grants. Forms control and map-making are within the purview of sixty-two units, while sixty-one units handle contingency plans and fifty-nine deal with operational problems.

The crime analysis function is undertaken by fifty-six of the respondents. Forty-four units are responsible for graphics and forty-three for aiding in the preparation of the department budget.

Figure 1 depicts the scope of these responsibilities.

Scope of Responsibilities Of Planning And Research Units

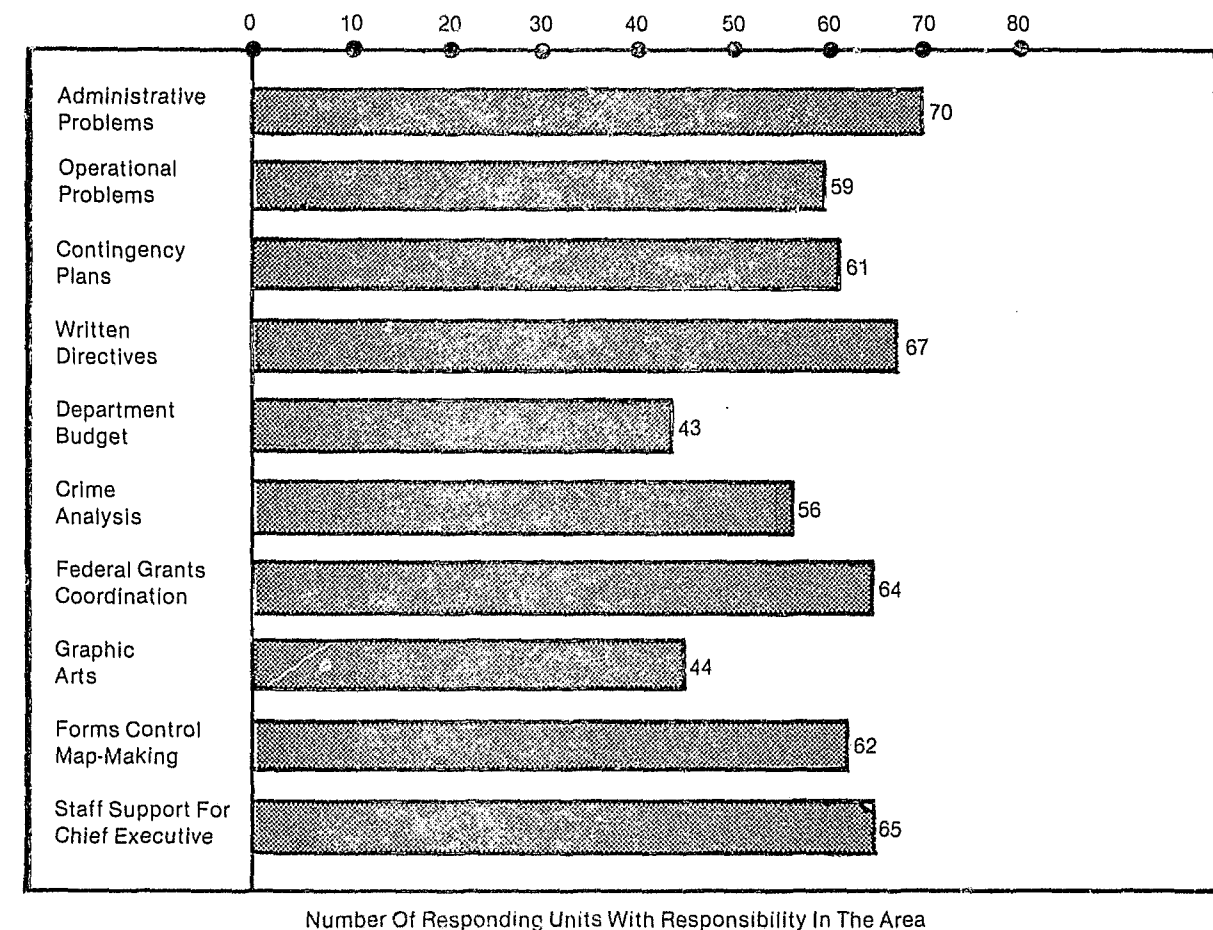


Figure 1

STAFF SIZE

Thirty-three of the responding planning units employ two to five persons, eighteen are staffed by six to ten employees, and twenty-four units consist of eleven or more people. The remaining unit did not specify its strength.

COMPOSITION OF PLANNING STAFFS

Seventy-three of the seventy-six units responding to the questionnaire furnished information concerning the composition of their staff.

Only one unit is staffed by ranking police officers only, while four are staffed by civilians only. The remaining sixty-eight use a mixture of ranking officers, patrolmen, and civilians. Specifically, four use civilians and patrolmen, thirteen

are composed of civilians and ranking officers, seven consist of ranking officers and patrolmen, and forty-four use all three: ranking officers, patrolmen and civilians.

The percentage staff composition is depicted in Figure 2.

Composition Of Planning And Research Staffs

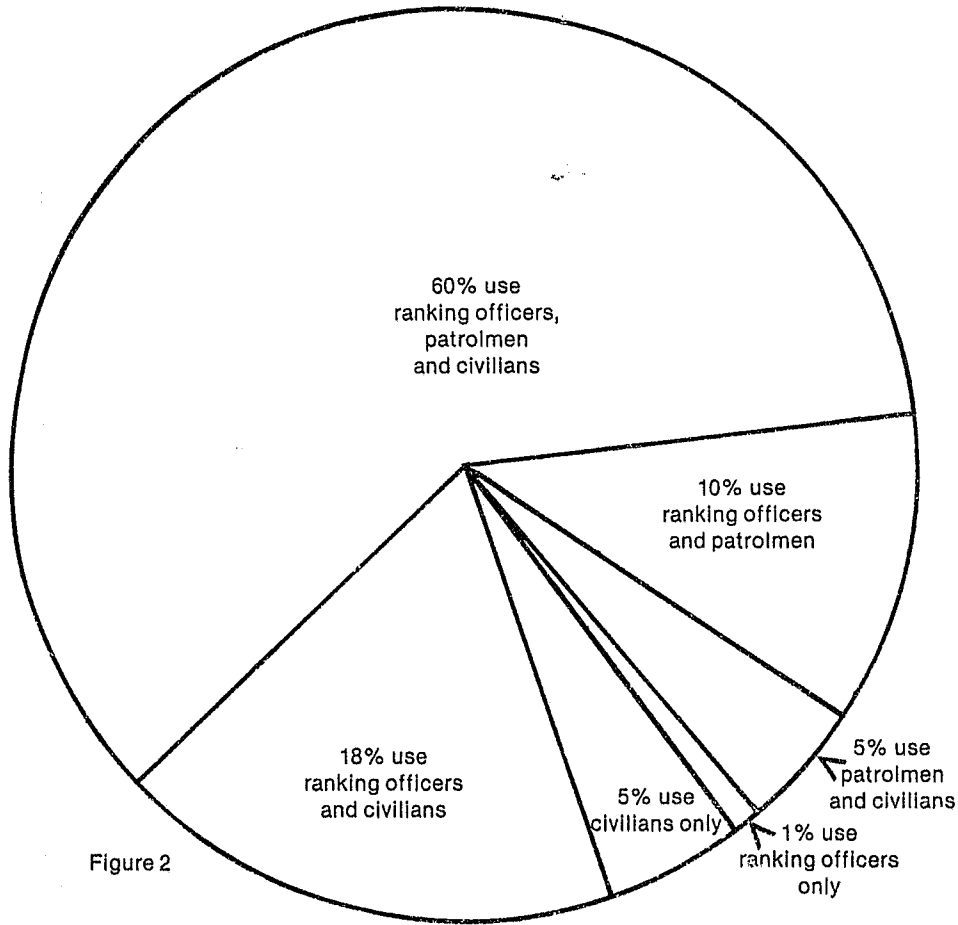


Figure 2

In total there are 787 individuals employed by the seventy-six units under study. The average size of these planning and research units is slightly more than ten staff members per unit.

Of the 787 individuals employed, 185 (24%) are ranking officers, 200 (25%)

are patrolmen, 163 (21%) are civilian professionals, and 239 (30%) are civilian clerical.

This breakdown is illustrated in Figure 3.

Persons Employed
By Planning And Research Units

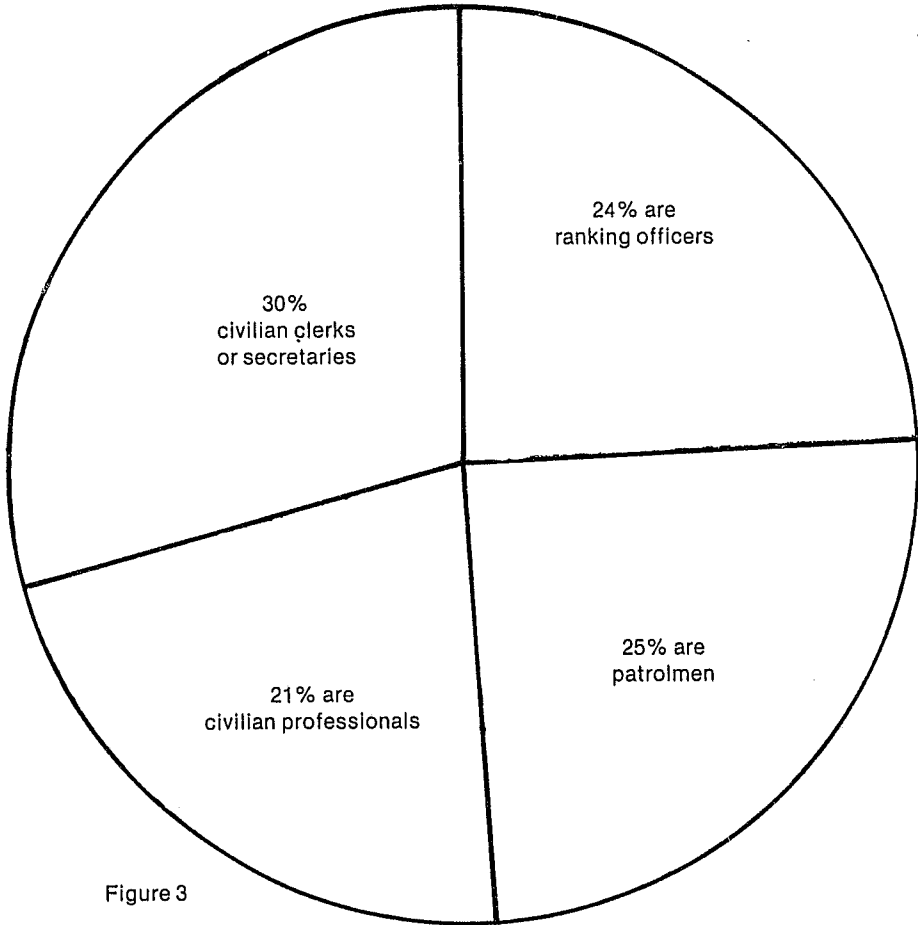


Figure 3

PLANNING AND RESEARCH DIRECTORS

All of the respondents have a person designated as director or supervisor of planning. Of the seventy-five units providing information pertaining to their directorships, sixty-three (84%) have sworn police officers and eighteen (16%) have civilians as directors.

The average duration of post directorships (those immediately preceding the present directorships) was approximately three years and two months. Present directors have been in their position an average of two and one quarters years.

Of the sixty-three planning units headed by sworn police officers, three are directed by deputy chiefs, one by a commander, two by inspectors, five by majors, twenty-five by captains, nineteen by lieutenants, seven by sergeants, and one each by a police officer and a supervisor.

Seventy units reported the salary of their directors. Civilian directors' salaries ranged from \$13,387 to \$27,768, with an average salary of \$20,215.

FUNDING SOURCES

Sixty-nine of the seventy-six respondents identified their source of funding for personnel. Fifty-two units are funded entirely by their municipalities or localities, while seventeen are supported by various combinations of local and federal funds. None of the units rely solely on federal funds.

TRENDS: 1974 - 1977

In comparing the survey information of 1974 with that of our recent updated survey, certain trends emerge.

The location of planning and research units organizationally has shifted within the last three years. Whereas 88 percent of the planning units were directly responsible to the office of the chief of police in 1974, only 55 percent are now in this organizational capacity.

The composition of the planning staffs has also shifted somewhat since the first survey. In 1974, 38 percent of the staffs were manned entirely by sworn police

officers. In early 1977, only 11% reported all sworn staffs. This change indicates a growing reliance on the use of civilians for the performance of planning and research functions.

Between late 1974 and early 1977 the size of the average planning unit increased from eight to ten employees. This change may be due to a significant increase in the use of civilian clerks and secretaries (16% in 1974 to 30% in 1977).

Predictably, the average salary of civilian directors rose from \$16,200 in 1974 to \$20,215 in 1977.

The stability of the directors' positions improved over the three year period. The average tenure increased from a reported one and one-half years in 1974 to two and one-quarter years in 1977.

There also seems to be a shift away from reliance on federal funds as primary support for planning and research units. In the earlier survey five units were entirely funded by federal funds, whereas in the recent survey none reported total federal funding. This may indicate a realization by local police departments and funding authorities of the need for a permanent planning and research function and the assimilation of this function in the local budget.

HOW TO USE THE CATALOG

Each planning unit that responded to either the 1974 or 1977 survey is briefly described on one of the blue data sheets in the Catalog. The blue data sheets (the various police departments) are arranged alphabetically and each is followed by the summaries of staff studies where applicable.

THERE ARE NO PAGE NUMBERS IN THE CATALOG.

To use the Catalog, look up the subject of interest in the index at the back. Under the subject heading will be listed the police departments and reference numbers of the relevant studies (see Example below).

EXAMPLE:

ASSAULTS ON POLICE

Columbus #7
Portland #1
San Jose #5

AKRON, OHIO POLICE DEPARTMENT
Akron
Ohio

Planning and Research
Lieutenant James Buie, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$17,500

RESPONSIBILITIES

Crime Analysis	Forms Control
Federal Grant Coordination	Mapmaking
Graphic Arts	Assistance to Chief

1. The Use of Civilian Personnel in Police Communications (Akron, Ohio, June, 1974)

This survey provides a limited view of the duties of civilian personnel in police communications. One hundred thirty-one cities with populations of 100,000 were surveyed (116 cities replied.) Questions regarded the duties of civilians, type of supervision, the turnover rate and success or failure of the product, and brief comments on the use of civilian personnel in police communications.

ALBANY, NEW YORK POLICE DEPARTMENT
Albany
New York 12202

Planning and Research Unit
Captain Joseph LaFontaine, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.	LOCAL	\$13,340
Planning and Research Officers	2	S	PTL.	LOCAL	\$10,940

RESPONSIBILITIES

Administrative Problems	Mapmaking
Operational Problems	Staff Support for Chief Executive
Contingency Plans	Federal Grant Coordination
Forms Control	Graphic Arts

Planning and Research Division
Lieutenant Robert Key, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$20,554
Supervisor	1	S	SERGEANT	CITY	\$16,810
Management Analysis	2	C		CITY	\$14,924
Secretary	1	C		CITY	\$ 9,862

- Administrative Problems
- Contingency Plans
- Written Directives
- Crime Analysis
- Federal Grant Coordination

Forms Control

Mapmaking

Staff Support for Chief Executive

Legislature Monitoring

- This is a general study of the effects that the alcoholic has on the criminal justice system.

- Annual manpower studies of the Alexandria Police Department.

- This is a report on the administration and use of the tactical unit in police operations, in particular, it emphasizes its effectiveness in combatting crime from an offensive position.

- A study to determine the merits of a written warning traffic violation system.

ANAHEIM, CALIFORNIA POLICE DEPARTMENT
P.O. Box 2367
Anaheim, California 92803

Training-Research Bureau
Lieutenant Louis F. Molina, Commander
(1977)

<u>POSTION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$2,300 mo.
Sergeant	1	S	SERGEANT	CITY	\$2,000 mo.
OFFICER	1	S	PTL.	CITY	\$1,620 mo.

RESPONSIBILITIES

Contingency Plans	Staff Support for Chief Executive
Written Directives	Public Information Office
Forms Control	Training
Mapmaking	Survey Response

ATLANTA, GEORGIA POLICE DEPARTMENT
Atlanta
Georgia

Planning and Research Division
Major D. M. Edwards, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	MAJOR	CITY	\$19,000
Assistant Director	1	S	LIEUTENANT	CITY	\$15,500
Staff Personnel	1	S	DETECTIVE	CITY	\$12,000
Staff Supervisor	3	S	SERGEANT	CITY	\$13,500
Staff Personnel	4	S	PLAIN-CLOTHES	CITY	\$11,500
Stenographer	1	C			\$ 8,000
Clerk/Typist	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Administrative Problems	Federal Grant Coordination
Operational Problems	Forms Control
Contingency Plans	Mapmaking
Department Budget	Staff Support for Chief Executive
Crime Analysis	

BALTIMORE POLICE DEPARTMENT
601 E. Fayette Street
Baltimore, Maryland 21202

Planning & Research Division
Major Ronald J. Mullen
(1977)

BALTIMORE COUNTY POLICE DEPARTMENT
400 Kenilworth Drive
Towson, Maryland 21204

Research and Development
Major Phillip J. Scarborough, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	MAJOR	STATE/LOCAL	
Section Supervisor	2	S	LIEUTENANT	STATE/LOCAL	
Supervisor	6	S	SERGEANT	STATE/LOCAL	
Police Agent	2	S	POLICE AGENT	STATE/LOCAL	
Police Officer	5	S	POLICE OFFICER	STATE/LOCAL	
Data Processing Program					
Supervisor	1	C		STATE/LOCAL	
Systems Programmer	1	C		STATE/LOCAL	
Systems Analyst	1	C		STATE/LOCAL	
Senior Computer Programmers	2	C		STATE/LOCAL	
Computer Programmers	2	C		STATE/LOCAL	
Administrative Assistant	1	C		STATE/LOCAL	
Computer Operators	6	C		STATE/LOCAL	
Head Clerk	1	C		STATE/LOCAL	
Principal Clerk Steno	2	C		STATE/LOCAL	
Computer Typer Operators	7	C		STATE/LOCAL	
Senior Clerk Typist	1	C		STATE/LOCAL	
Senior Clerks	4	C		STATE/LOCAL	

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Division Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Mapmaking

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Major, R & D	1	S	MAJOR	LOCAL	\$22,233
Commander, R & D	1	S	CAPTAIN	LOCAL	\$20,200
Section Head	1	S	LIEUTENANT	LOCAL	\$18,100
Supervisor	1	S	SERGEANT	LOCAL	\$17,000
Planning Officer	1	S	P.O.	LOCAL	\$13,300
Research Officer	4	S	P.O.	LOCAL	\$13,300
Assistant Statistical Analyst	1	C		LOCAL	\$12,000
Typist	2	C		LOCAL	\$ 8,000

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Departmental Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Mapmaking

1. Geographic Base File, (Baltimore County Police Department, 1977)
Concept of Data Accumulation using the U.S. Census Bureau Data Base.
2. P.C.A.M., (Baltimore County Police Department, 1977)
Patrol Car Allocation Method developed by the Rand Corporation.
3. Hypercube Queuing Model, (Baltimore County Police Department, 1977)
Developed by Massachusetts Institute of Technology.
4. Uniforms & Uniform Equipment, (Baltimore County Police Department, 1977)
Investigation and testing new designs in uniform clothing, bulletproof vests, holsters, etc.
5. Federal Grants, (Baltimore County Police Department, 1977)
Initiation and development of Federal Grants for SWAT concept, Concentrated Crime Reduction Team, Highway Safety Traffic Enforcement Programs, Police Community Relations Programs and Juvenile Diversion Programs.
6. Code of Discipline, (Baltimore County Police Department, 1977)
Establish guidelines for assigning specific punitive points for departmental accident and traffic violations.
7. Capital Facilities, (Baltimore County Police Department, 1977)
Locational and Operational Requirements for police facilities both immediate and long range.
8. Vehicle Survey, (Baltimore County Police Department, 1977)
Feasibility of compact cars, Screens vs. Paddy Wagons, etc.
9. Armed Holdup Blockade Plan, (Baltimore County Police Department, 1977)
Specific blockade points by car depending on location of offense, time lapse and based on State Grid Coordinate System.

10. Sworn vs. Civilian Study, (Baltimore County Police Department, 1977)
A study of police related functions which can be performed by Non-Sworn personnel.
11. Performance & Promotional Guidelines, (Baltimore County Police Department, 1977)
Study of various performance rating systems and promotional practices.
12. Alarm Systems, (Baltimore County Police Department, 1977)
Study on special Surveillance Alarm Systems such as Tac II.
13. V.I.P. Holiday Details, (Baltimore County Police Department, 1977)
Special protection for County Executive and visiting Dignitaries.
14. Special Holiday Details, (Baltimore County Police Department, 1977)
Deployment of supplemental forces during Special Holidays to combat crime synonomous to the Holiday.
15. Overtime, (Baltimore County Police Department, 1977)
Evaluation of overtime and its contributory factors.
16. Police Specialization, (Baltimore County Police Department, 1977)
The distinction between the Generalist and Specialist functionally within the department.
17. Emergency Operating Center, (Baltimore County Police Department, 1977)
Deployment procedures for tactical alerts and the operation of the Emergency Operating Center.

BATON ROUGE, LOUISIANA POLICE DEPARTMENT
Baton Rouge
Louisiana

Planning and Research Division
Sergeant Charles Baxley, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	SERGEANT	CITY	\$1,000 mo.
Patrolman	1	S	PTL.	CITY	\$ 798 mo.

RESPONSIBILITIES

Coordination of Federal Grants

BEAUMONT, TEXAS POLICE DEPARTMENT
Beaumont
Texas

Planning and Research Division
S. Robbins Lawson, Director
(1974)

BOSTON POLICE DEPARTMENT
154 Berkeley Street
Boston, Massachusetts 02116

Planning and Research Division
Robert M. Corbett, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C	CJD		\$13,000
Secretary	1	C	CJD		\$ 5,000

RESPONSIBILITIES

Administrative Problems	Federal Grant Coordination
Operational Problems	Crime Statistics

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$19,554
Secretary/Receptionist	1	C		CITY	\$ 9,360
Research Analyst	1	C		CITY	\$ 9,800
Patrolmen/Planner	3	S	PATROLMEN	CITY	\$13,900
Patrolman/Artist	1	S	PATROLMAN	CITY	\$13,900
Grant Accountant	1	C		CITY	\$10,500
Interns	3	C		LEAA/CITY	\$ 110 wk.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Federal Grant Coordination	Crime Analysis
Forms Control	Graphic Arts
Staff Support for Chief Executive	Liaison

1. The Handling of Rape Offenses by the Boston Police (October, 1974)

This is an overview of the crime of rape in Boston and of the response of the criminal justice/social service system to it. It reviews recent increases in the incidence of rape and in public awareness, discusses general inadequacies in the responses of the system, and identifies specific shortcomings in the police handling of rape offenses.

A coordinated program to improve the Department's performance in this area is proposed. The program would create a Rape Team, with representation from staff as well as line units, to focus on rape as a target offense and to bring all the resources of the Department to bear upon the problem. Also discussed are various options for establishing a strong, coordinated, capability for rape investigation.

Prepared with the assistance of Richardson White, Jr., of Blackstone Associates, Washington, D.C.

2. Rewards in the Boston Police Department (Boston, Mass., 1974)

This report examines the difficulty of rewarding desirable behavior on the part of police officers and that of units in the organization. The tendency for police organizations to rely heavily on punishment and other forms of negative reinforcement to control officers' performances is discussed and alternatives are suggested. A restructuring of the rewards procedure is discussed.

3. From Idea to Implementation (Boston Police Department, 1975)

This paper is a guide for planners. It describes the project management system used by the Boston Police Planning and Research Division. Each member of the Division is given a copy of the booklet upon joining the staff. It is then used as a reference and training aid in developing a project.

4. The Use of Deadly Force (Boston Police Department, 1974)

This report is a survey of incidents over a four-year period in which members of the Department discharged their firearms. Incidents are classified according to the circumstances surrounding the discharge and the intentions of the officer at the time. The report concludes with drafts of two alternative firearm policies.

5. Sudden Death Procedure (Boston Police Department, 1975)

This study is an in-depth look at the Boston Police Department's procedure for handling sudden death incidents. The report documents the present procedure as required by statute law and department rules and regulations. Included in the study is a survey of six major police departments in regard to sudden death procedure.

Recommendations for up-dating and improvement of the system are presented. A draft of a new department sudden death procedure is attached.

6. Retirement Study, Boston Police Department (Boston, Mass., 1974)

This is a study of retirement patterns of Boston Police officers.

The report contains a number of recommendations and incentive proposals which were developed to lower the age at which police officers retire.

The report includes an introduction to the problems of an over-aged police department, a comparison of Boston's retirement procedure with ten other Metropolitan police departments, a survey of officers' retirement patterns, and recommendations for future procedures.

7. A Brief Look at Crime Rates (Boston Police Department, 1974)

A study of crime rates, with accounts for increases and decreases, with a comparison of Boston's reported crime rate to those of similar cities.

8. Ride-Alongs (Boston Police Department, 1974)

This is a study of the feasibility and advisability of allowing citizens to "ride along" with police officers on patrol duty.

9. Stress Program (Boston Police Department, 1974)

This is a package of material describing a program established to provide peer counselling for police officers experiencing any of a number of job-related personal problems, e.g., alcoholism, drug abuse, use of excessive force, family trouble.

10. Internal Mail Systems and Procedures (Boston Police Department, 1975)

This report reviews problems in the internal mail system of the Department and recommends changes to alleviate those problems. The structure of the system is also described.

11. Handgun Control Survey (Boston Police Department, 1977)

A survey of 122 leading law enforcement officials nationwide concerning handgun control. Issues such as carrying and possession of handguns and long guns, "Saturday Night Specials", mandatory sentencing and banning of private possession of handguns were commented upon by the respondents. The study also includes a look at the major arguments in the handgun control debate and existing gun laws in the U.S.

BRIDGEPORT, CONNECTICUT POLICE DEPARTMENT
300 Congress Street
Bridgeport, Connecticut 06604

Planning and Operations Division
Captain John T. O'Leary, Director
(1977)

12. Prisoner Suicides (Boston Police Department, 1977)

A study of circumstances and apparent causes of prisoner suicides in Boston. Includes a list of recommendations for improving conditions of detention areas and reducing incidence of prisoner suicides.

13. Nationwide Statistical Study of Assaults and Killings of Police Officers (Boston Police Department, 1977)

A descriptive statistical study, utilizing the Uniform Crime Reports, of assaults and killings of police officers with particular attention to type of assignment and activity engaged in at the time of assault.

14. Crime Analysis (Boston Police Department, 1977)

A consultant study on the need for a crime-specific analysis function in the B.P.D. was the forerunner of the creation of the crime-specific analysis section.

15. Privately Paid Police Details (Boston Police Department, 1977)

Reviews the policies and procedures of the B.P.D. and eleven other large municipal police departments with regard to privately paid details. Relevant issues and recommendations are discussed for improving the present system.

16. Per Capita Costs Study (Boston Police Department, 1977)

Examined per capita costs of departments in cities of approximate size to Boston.

17. Hostage Situations (Boston Police Department, 1977)

A project resulting in the issuance of Rule No. 200 on procedures relating to hostage situations.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	POLICE BUDGET	\$24,000
Patrolman-Statistician	2	S	PTL.	"	\$15,000
Stenographer	1	C		"	\$10,000

RESPONSIBILITIES

Administrative Problems	Federal Grant Coordination
Operational Problems	Graphic Arts
Contingency Plans	Forms Control
Written Directives	Mapmaking
Department Budget	Staff Support for Chief Executive
Crime Analysis	Liaison

CHARLOTTE, NORTH CAROLINA POLICE DEPARTMENT
825 East Fourth Street
Charlotte, North Carolina 28202

Administrative Services Bureau
Major T.N. Kiser, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Sergeant	1	S	SERGEANT	CITY	\$301.23 wk.
Planning Officer	1	S	PTL.	CITY	\$247.83 wk.
Research Assistant I	1	C		CITY	\$247.83 wk.
Research Assistant I	1	C		LEAA CITY STATE	\$247.83 wk.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Forms Control
Written Directives	Mapmaking
Department Budget	Staff Support for Chief Executive
Federal Grant Coordination	Inspections and Control
Training	Crime Analysis

1. Use of Photographic I.D. Files (Charlotte Police Department, 1977)
Evaluation of existing photographic files and the procedures for their maintenance, with recommendations for consolidation and streamlining.
2. Procedures for Handling Found or Recovered Property (Charlotte Police Department, 1977)
Study of the Department's control over found or recovered or stolen property with recommendations for strengthening same.
3. Lost Calls in the Radio Room (Charlotte Police Department, 1977)
Study of the problem of lost calls with recommendations for correcting the problem plus consolidation of certain radio room and code room functions.

CHICAGO, ILLINOIS POLICE DEPARTMENT
1121 South State St. - Room 401
Chicago, Illinois 60605

Research, Development and Data
Systems Division
James J. Zurawski, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Assistant Deputy Superintendent	1	S			\$32,500
Lieutenant	5	S	LIEUTENANT		\$19,152 \$23,268
Sergeant	9	S			\$16,620 \$20,196
Investigator	1	S	INVESTIGATOR		\$14,940 \$18,312
Patrolmen	5	S	PTL.		\$13,200 \$17,436
Principle Methods Analyst	2	C			\$15,120 \$18,384
Senior Methods Analyst	6	C			\$12,444 \$15,120
Methods Analyst	2	C			\$10,236 \$12,444
Senior Statistician	1	C			\$15,120 \$18,384
Inquiry Aide III	1	C			\$ 9,276 \$11,292
Principal Stenographer	1	C			\$ 8,844 \$10,752
Senior Stenographer	2	C			\$ 7,680 \$ 9,276
Senior Typist	2	C			\$ 7,308 \$ 8,844

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Mapmaking

Operational Problems
Department Budget
Forms Control
Staff Support for Chief Executive

1. Police Reaction to Man-Made Disasters (Chicago Police Department, 1972)

The "Tactical Operations Handbook" was prepared and issued by the training division. The Handbook contains principles and guidelines to police operations in civil disturbances and other emergencies.

2. Height Requirements for Police Officers (Chicago Police Department, 1974)

3. Correlation of Physical Height to Number of Injuries (Chicago Police Department, 1973)

4. Narcotics Survey, American Bar Association (Chicago Police Department, 1973)

Narcotic arrest data were compiled and forwarded to the American Bar Association.

5. Closed Circuit Television (Chicago Police Department, June, 1974)

The study determined that closed circuit TV systems have many police applications but are too costly to implement.

6. Signaling Equipment (Chicago Police Department, 1972)

Field testing of signaling equipment was conducted. It was determined that the equipment was not practical or beneficial to operations of the department.

7. Alcoholism Research Status (Chicago Police Department, 1973)

Drunk and disorderly data were compiled and forwarded to the Chicago Alcoholic Treatment Center.

8. Revised Procedures for Narcotic Evidence Processing, Chicago Police Dept., 1976)

Includes revision of procedures and installation of safes for temporary storage of narcotic evidence in district facilities. New procedures went into effect March of 1976 and resulted in a substantial saving of lost patrol time.

9. Our Pledge to Chicago (Chicago Police Department, 1976)

Fundamental policies and principles of the Chicago Police Department were set forth in "Our Pledge to Chicago," a comprehensive document which consolidated and replaced the "On This We Stand" publication. It represents the foundation of our Department on which directives are based and through which propriety of conduct and service can be measured.

10. Access to and Review of Personal Criminal History Record Information, Chicago Police Department, 1976)

The Department instituted procedures for residents of Chicago to review their personal criminal history records for accuracy and completeness. Notices of the right to review criminal records have been framed and posted in every police facility in the City. Department Special Order 76-37 delineates the review procedure and identifies responsibilities of Department members in compliance with federal and state law regulating the maintenance and dissemination of criminal history record information.

11. Revised Procedures for Processing Public Inebriates, Chicago Police Depart., 1976)

General Order 76-15 was issued to disseminate procedures developed regarding the implementation of the State of Illinois Alcoholism and Intoxication Treatment Act which decriminalized public inebriation. This legislation provided detoxification facilities for the treatment of public inebriates in lieu of processing through the criminal justice system.

12. Department Ammunition, (Chicago Police Department, 1976)

Pursuant to this Division's evaluation of commercially available handgun ammunition, a more effective cartridge, as described in General Order 75-12B, was adopted by the Department. The Division is evaluating the performance of this ammunition on a continuing basis.

13. Uniform and Equipment Specification Manual, (Chicago Police Department, 1976)

Department equipment and garments as contained in the Uniform and Equipment Specification Manual are being revised and updated on a continuing basis.

14. Male Crossing Guards - Uniform, (Chicago Police Department, 1976)

The Chicago Police Department began hiring male crossing guards for the 1976-1977 school year. This Division designed a distinctive uniform for these guards, and issued Special Order 75-8A to authorize the wearing of this uniform by the males.

15. CETA Uniforms, (Chicago Police Department, 1976)

Members of this Division administered the securing of bids and issuance of an initial uniform for CETA employees, both male and female, in the following job titles: Senior Public Safety Aide, Property Custodian, Detention Aide, Custodial Trainee.

16. Wash and Wear Trousers - Sworn, (Chicago Police Department, 1976)

Following extensive field and laboratory tests, wash and wear trousers were approved as an optional uniform item, per Department Notice 76-83. Specifications for this item were written and added to the Specification Manual.

17. Unit Meritorious Award, (Chicago Police Department, 1976)

This Division designed and secured bids for a ribbon bar to be awarded to members of units receiving the Unit Meritorious Award. General Order 75-18A was issued, authorizing the use of the ribbon.

18. Official Star - Development of New Design, (Chicago Police Department, 1976)

Extensive research of available stock designs has been completed, as well as the evaluation of custom designs. Several suitable styles are now available.

19. Speeches, (Chicago Police Department, 1976)

Members of this Division have prepared speeches which were delivered at several important civic functions and other occasions. Additionally, inscriptions were prepared and provided to the City Bureau of Architecture for three plaques to be displayed at the Timothy J. O'Connor Police Training Academy.

20. Computerized Index to Fingerprint Records, (Chicago Police Department, 1976)

The Department has requisitioned a computerized system for expediting the identification of arrested persons who have been previously assigned an Identification Number. The system will retrieve the Identification Number of the arrested person's Fingerprint Record in a matter of seconds, replacing the manual system which presently takes more than 30 minutes to produce this information.

21. Computerized Data on Wanted Felons, (Chicago Police Department, 1976)

The Division completed its studies relating to the interface of Chicago's wanted felon data with the State of Illinois computer. When implemented, this data - presently available only to Chicago Police Officers - will become available to all police agencies in the State, leading to increased arrests of these persons.

22. Computerized Criminal Justice Information System, (Chicago Police Dept., 1976)

The Department has purchased 216 Mobile Computer Terminals for placement in Police Beat Cars. This feature will enable police officers to instantly receive computer responses to inquiries on "Stolen Vehicles" and "Wanted persons" from the Chicago, Springfield, and NCIC (FBI) computers. This means that beat officers provided with computer terminals will no longer need to

request dispatchers to perform these inquiries, thus freeing the dispatchers of this function and enabling them to devote more time for processing citizens' requests for police service. As an example of the speed at which officers will receive computer responses, consider a police cruiser pursuing a speeding motorist on the expressway at 60 miles per hour. After the officer enters the State license plate number of the speeding vehicle into the computer terminal, a response to this inquiry (either "NO RECORD" or "STOLEN") will be received from all three remote computers (Chicago, Springfield and F.B.I.) in less than 12 seconds -- less time than it would take the police vehicle to travel two city blocks.

23. 911 Emergency Telephone System, (Chicago Police Department, 1976)

The new 911 Emergency Telephone System was instituted on 16 September 1976. This easy to remember telephone number, coupled with instant identification of the location of the call through the Customer Listing Identification Terminal, has greatly enhanced police service to the City.

24. Computerized Management Information System, (Chicago Police Department, 1976)

The Department prepared a new five-year plan for Department Operations based largely on the design of a comprehensive Management Information System which ensures a more cohesive approach to the Department's administration.

25. Sector Team Concept, (Chicago Police Department, 1976)

The Sector Team Concept, an evolutionary development in the emerging new doctrine of patrol operations, was further expanded. At the conclusion of 1976, one-third of the entire district patrol function operated under this modern strategy. This tailored force concept ensures more supervision at the tactical level.

26. Manpower Allocation, (Chicago Police Department, 1976)

New strategies for the optimization of Manpower Allocation were developed and implemented. The mathematical models used to insure the equitable dis-

tribution of police officers were developed by means of Operations Research and Systems Analysis methodology.

27. Decentralization of the Women's Lockup, (Chicago Police Department, 1976)

To expedite the processing of female arrestees, additional female detention quarters were established in the 1st, 4th, and 6th Area Centers to supplement the existing female detention facility in the Headquarters Building. The goal of the Department is to process female arrestees as quickly as male arrestees, except insofar as differences in procedures are required by Law or reasonably necessary and justified by differences in the sexes.

28. Retirement Plaque, (Chicago Police Department, 1976)

A plaque was developed to recognize the career of a Department member upon his retirement for his many years of dedicated service. The plaque is prepared prior to the member's retirement and forwarded to his commanding officer for presentation at the appropriate time and place.

29. Command Facts Handbook, (Chicago Police Department, 1976)

The Command Facts Handbook is issued each year to command personnel. The booklet contains statistical information which could prove useful to command personnel while representing the Department at various functions.

30. Bail Bond Manual, (Chicago Police Department, 1976)

Department Special Order 76-32 established the Bail Bond Manual which contains procedures to be followed when letting arrestees to bail. The Manual has been revised, updated, and distributed to responsible units authorized to let to bail.

31. General Information Handbook, (Chicago Police Department, 1976)

The General Information Handbook is issued each year to all police personnel. It contains a variety of useful information and provides a ready pocket reference for field use.

ON-GOING PROJECTS: 1976-1977

32. Capital Improvement Program, (Chicago Police Department)

Construction has begun on a far north district station on a site previously recommended by this Division.

Sites for the new 2nd Area Center, 3rd Area Center, 3rd District Station and 4th District Station recommended by this Division have either been approved or tentatively approved.

33. Security Studies, (Chicago Police Department)

Members of this Division have participated in security studies directed at architectural and structural changes that would affect City building codes. The Dearborn Park Security Program, Community Security Research Program and the Cabrini-Green High Impact Program are being conducted in cooperation with the Department of Development and Planning.

34. Ballistic Equipment, (Chicago Police Department)

Ballistic Raid Jackets and Helmets have undergone evaluation by this Division. As a result, six raid jackets to be used by Gang Crimes units are on order. Additional jackets and helmets for use by S.O.G. personnel will soon be let to bid.

35. Selected Preliminary Investigation by Telephone, (Chicago Police Department)

The Division is conducting a feasibility study of "Selected Preliminary Investigation by Telephone." This procedure, if adopted, would permit certain non-emergency police incidents to be investigated and reported by telephone. For example, should a dispatcher determine that a citizen's request for service could be properly handled by telephone, the call would then be transferred to a complaint room where the information would be recorded on the appropriate police report.

36. Bell Telephone Systems' COMSAT (Communications Satellite), (Chicago Police Department)

This Division is studying the use of the Bell Telephone Systems' COMSAT (Communications Satellite) as an augmenting or alternate means of relaying both voice and data by radio. The existing share of radio frequencies allocated to the Department are rapidly becoming saturated. As requests for service increase and concomitant use of the airwaves to dispatch police vehicles expand, the available air time decreases. The use of COMSAT appears to have some potential as an alternate means of communication.

37. District Duplicating Machines, (Chicago Police Department)

A study is being conducted in regard to the feasibility of assigning desktop-sized duplicating machines to the outlying Police Districts. This study involves the cost effectiveness of de-centralized reproduction and the capability of various brands of xerography to support such a program.

38. Phase II: C.P.D. Management Information System, (Chicago Police Department)

Members of this Division will continue to research portions of Phase II of the C.P.D. Management Information System. Targets for intensive study include the definition of an expanded Hot Desk System and the continuation and expansion of an integrated Personnel/Payroll System.

39. Manpower Deployment, (Chicago Police Department)

This Division will continue its evaluation of Manpower Deployment and prepare for future District boundaries as required in the advent of new district and area police facilities.

CINCINNATI POLICE DEPARTMENT
310 Ezzard Charles Drive
Cincinnati, Ohio 45214

Program Management Bureau
Carl A. Lind, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$27,768
Deputy Director	1	S	CAPT.	CITY	\$23,638
Section Commander	1	S	LIEUT.	CITY	\$20,377
Business Manager	1	C		CITY	\$23,282
Clerk/Steno III	1	C		CITY	\$11,328
Legal Advisor	1	S	SGT.	CITY	\$17,567
Specialist	1	S	SPEC.	CITY	\$16,355
Police Officer	1	S	P.O.	CITY	\$15,143
Police Officer	1	S	P.O.	CITY	\$15,143

RESPONSIBILITIES

Department Budget	Staff Support for Chief Executive
Grant Coordination	Legal Research
Forms Control	Property Management
Crime Analysis	

1. Robbery Analysis (Cincinnati Police Department, 1974)

Robbery was identified as a problem warranting special attention, particularly during the Christmas season. The robbery analysis describes robbery by location, time, premise, weapon, victim characteristics and offender characteristics.

2. Community Sector Team Policing (Cincinnati Police Department, 1974)

This is a survey of the major team policing program in Cincinnati. The analysis highlights major changes observed after six months of Com-Sec. The paper also addresses a variety of issues related to the design of the evaluation, and more generally, to the measurement of crime and criminal victimization.

3. Control Warrant Processing Procedure (Cincinnati Police Department, 1974)

The central warrant processing procedure was established in the Cincinnati Police Division in December, 1973, to improve warrant service efficiency through the use of mailed notifications and increased service patrol.

4. Investigative Effectiveness in Cincinnati (Cincinnati Police Department, 1973)

This is an evaluation to determine the effectiveness of three investigative models operational in the Cincinnati Police Division.

In March, 1973, three separate modes of investigation were employed simultaneously to determine the organizational structure most conducive to the investigation of criminal offenses.

5. Cincinnati Stationhouse Release Program (Cincinnati Police Department, 1973-4)

The stationhouse release program, implemented by the Cincinnati Police Division in January, 1973, offers the patrolmen an alternative to physical arrest by permitting him to release selected misdemeanor offenders on their own recognizance. This procedure enables the Division to devote more manpower to patrol, and less to the processing and incarceration of prisoners.

6. Street Locator File, (Cincinnati Police Department, 1975-1977)

An on-line geographic base file has been developed which includes the City of Cincinnati, Hamilton County, and parts of four other counties adjacent to our own. The portion of the file that we developed breaks the entire City into 506 reporting areas. Each reporting area contains a listing of street segments. Currently this information is used to automatically assign reporting area numbers to radio dispatch information as it is entered into the computer. Plans have been made to expand the use of the file to include the automatic assignment of reporting area numbers to offense and arrest information. Ultimately, we hope to apply the file to Computer Aided Dispatch, a project under current consideration.

7. Digital Message Entry Device (D.M.E.D.), (Cincinnati Police Department, 1975-1977)

The Cincinnati Police Division uses only personal portable radios for information exchange, either between officers or from an officer to our Communications Center. A handheld digital message entry device was developed that would tie

into the personal portable radio. This device would enable the officer in the field to transmit digital messages using existing voice channels. This included direct computer queries on wanted persons and autos. This project was shelved due to financial cutbacks. However, the digital message entry device is adaptable to a number of systems, and is being marketed by a local electronics firm.

8. Police Vehicle Washing, (Cincinnati Police Department, 1976)

Keeping the Police Division's fleet of 288 vehicles clean is a problem. Traditionally, this task has been performed by inmates from the Community Corrections Institution. Reductions in the number of persons incarcerated, coupled with a shortage of corrections officers to supervise their work has left the fleet unwashed for weeks at a time. Various mechanical car washing systems have been studied, including the contracting for services by private car washing services. While no permanent solution has been developed, we have been able to keep our fleet clean by tapping the resources of the Work Detail Program of the local Juvenile Court.

9. Major Offender Unit, (Cincinnati Police Department, 1976-1977)

This project involves the development of a unit, consisting of personnel from the prosecutor's staff and police division, whose sole purpose will be to home in on the habitual offenders. It will be the task of this unit to insure that habitual offenders are acknowledged as such in the court process, and dealt with accordingly.

This project is yet to be implemented.

CLEVELAND POLICE DEPARTMENT
1300 Ontario Street
Cleveland, Ohio 44113

Planning and Research Unit
Lieutenant Gordan L. Cockrell
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Officer-in-Charge	1	S	LIEUT.	CITY	\$20,277
Administrative Aides	3	S	PTL.	CITY	\$15,069
Administrative Aide	1	S	PTL.	CITY	\$15,069
Draftsman/Technical Aide	1	S	SGT.	CITY	\$17,480
Superintendent of Police Buildings	1	S	PTL.	CITY	\$20,277
Administrative Supervisor and Aide	1	S	SGT.	CITY	\$17,480

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Written Directives	Department Budget
Grant Coordination	Graphic Arts
Forms Control	Staff Support for Chief Executive
Rules	Regulations
Ordinance Review	Equipment Requisition and Distribution

1. Motor Vehicle Theft Investigation (Cleveland Police Department, 1974)

This project outlines the investigative and reporting procedure of auto thefts currently employed by the Cleveland Police.

2. Unusual Activity Planning and Control (Cleveland Police Department, 1970)

"Unusual activity" shall be defined as an incident which requires the detailing or deployment of more than the normal number of police personnel to properly control or resolve.

3. Message Regarding Report System (Cleveland Police Department, 1972)

This project details the procedure of the telephone message recording system, which has been established in the Record File Section of the Division of Services. The purpose of the system is to eliminate the time delay in calling reports into the report center.

4. Detoxification Center-Placement of Alcoholics, (Cleveland Police Department, 1975)

The program is designed to divert chronic Alcoholics suffering from intoxication to treatment facilities in lieu of arrest. Section 2935.33 C Ohio Revised Code. Salvation Army Detoxification Center, 1710 Prospect Avenue, Cleveland, Ohio. Telephone 216-621-3388.

5. New Ohio Uniform Traffic Ticket (Moving Traffic Citation, (Cleveland Police Department, 1975)

The Supreme Court of Ohio amended its "Rules of Practice and Procedure in Traffic Cases for all Courts inferior to Common Pleas." The amended rules are styled as the "Ohio Traffic Rules" and are in effect. In conformance with the new procedures, an amended "Ohio Uniform Traffic Ticket" has been adopted.

6. Hand Gun Registration Procedures, (Cleveland Police Department, 1976)

Effective April 9, 1976, a Handgun Registration Unit was established within the Cleveland Police Department. The Unit is responsible for implementing City Ordinances Section 11.2301 through 11.2313, maintaining all necessary records as required therein, and performing other related duties, including coordination of all registration activities of the separate Police Districts.

7. Standard Operating Plan, Riots, Civil Disturbances and Related Incidents, (Cleveland Police Department, 1976)

A revised "Standard Operating Plan for Riots, Civil Disturbances and related incidents was completed by the Cleveland Police Department.

8. Departmental Reorganization-Establishment of a Four Platoon System, Cleveland Police Department, 1976)

The Fourth Platoon provides and maintains a basic Uniform Patrol Operation overlapping the second and third platoons within the Six (6) Police Districts and with the same responsibilities. (Duty Hours 6:00 P.M. to 2:00 A.M.

9. Handling and Hospitalization of the Mentally Ill, (Cleveland Police Department, 1976)

Execution of orders of Detention, Emergency Hospitalization, return of AWOLS, advice on initiating voluntary admissions, etc.

10. Revised Manual of Rules and Regulations Cleveland Police Department, (Cleveland Police Department, 1976)

Effective Saturday, January 1, 1977, Officers, Members and Employees of the Cleveland Police Department shall be governed by the newly revised Manual of Rules and Regulations.

COLORADO SPRINGS POLICE DEPARTMENT
Colorado Springs, Colorado 80903

Planning and Research Division
Ronald D. Johnson, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planning and Operations Analysis Officer	1	S	1st CLASS		\$1,216 mo.
Planning Programmer Analyst	1	C			\$1,332 mo.
Associate Analyst	1	C			\$1,067 mo.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Forms Control	Staff Support
Mapmaking	Liaison
Efficiency and Workload Studies	

System for Overtime Allocation and Control (Colorado Springs Police Dept., 1974)

This is a study of overtime consumption in the Colorado Springs Police Department. Specifically, it details consumption rates, who receives overtime and why overtime funds are used. A system to control the allocation of funds is recommended.

COLUMBUS OHIO POLICE DEPARTMENT
120 West Gay Street
Columbus, Ohio 43215

Planning and Research Bureau
Lt. John E. Wright
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S		CITY	\$19,323
Sergeant	1	S		CITY	\$17,097
Patrolmen	2	S		CITY	\$15,121
Steno Clerk II	1	C		CITY	

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Operational Problems	Crime Analysis
Written Directives	Forms Control
Staff Support for Chief Executive	Mapmaking

1. Citizen Complaint Analysis (Columbus, Ohio Police Department, 1974)

Statistical data from the analysis of citizen complaints received during 1973 are presented. a brief interpretation of the data is included.

2. Position Statement on Citizen Input (Columbus, Ohio Police Department, 1974)

This is a brief statement of the need for citizen input in police decision-making including an approach by which this can be accomplished and the key factors affecting its success.

3. Position Statement on Civilian Review Board (Columbus, Ohio Police Dept., 1974)

The reasons for opposition by the Division of Police to civilian review boards proposals are presented.

4. Position Statement on Victims of Crime (Columbus, Ohio Police Dept., 1974)

This is a general statement describing the problems faced by victims of crime and indicating the Division's support of efforts to focus more attention on the victims of crime.

5. Recommendations for Improving the Planning Function of the Division of Police (Columbus, Ohio Police Department, 1973)

The paper addresses the need for creating and maintaining a police planning unit in the Division and discusses how this unit should be designed and staffed.

6. Recommendations for the Upgrading of Police Educational Skills and Achievements (Columbus, Ohio Police Department, 1972)

This is a response to a previous study concerning the development of educational skills. Several approaches to the problem are presented.

7. Police Protection for Threatened Police Officers and Their Families (Columbus, Ohio Police Department, 1972)

This paper presents an approach designed to minimize the emotional input of threats upon an officer or his family.

8. Women in Policing (Columbus, Ohio Police Department, 1973)

The report includes a brief summary of constitutional, statutory and administrative provisions concerning discrimination against women. Data is presented on the number of women, standards of selection, and assignment of women in seven other police departments.

9. Four-Day Work Week Plan (Columbus, Ohio Police Department, 1973)

The study concerns the possibility of developing a 4-day work week

plan for the division's patrol bureau. Advantages and disadvantages are discussed and a proposal for a test project is presented.

10. Evaluation of Physical Standards for Police Officers (Columbus Police Dept., 1973)

The physical standards being used by the Division and policies governing the use of women police officers are evaluated with consideration to their validity and legality. Results of questionnaires, literature surveys, analysis of assault, and use of force data and direct observation are presented.

11. Police Accident and Injury Summary for 1972-73 (Columbus, Ohio Police Dept., 1973)

This report contains actual and estimated data on numbers and costs of vehicle accidents and personal injuries during 1972 and part of 1973.

12. An Analysis of Police Cadet Programs Within the United States (Columbus, Ohio Police Department, 1973)

The feasibility of beginning a Police Cadet Program is explored. The analysis draws upon the organization of Cadet programs in other police departments and their degree of success.

13. National Survey on Police Firearms Policy (Columbus, Ohio Police Dept., 1973)

The results of a survey of thirty police agencies' firearms policies are discussed. Questions asked concern wearing firearms on and off duty and department rules involved.

14. Rape Reduction Program (Columbus, Ohio Police Dept., January, 1974)

The problem of rape is analyzed through consideration of the actual offense, contributing circumstances, and procedures employed by the Division of Police, prosecutors and the courts. Several recommendations affecting public awareness and improved police operations are suggested.

15. Systematic Computer Organization for Police Effectiveness (Project Scope): (Columbus, Ohio Police Department, 1972)

Various police computer systems which can be implemented to increase police effectiveness in dealing with crime are discussed.

16. Motor Vehicle Management Study (Columbus, Ohio Police Department, 1972)

Police motor vehicle fleet operation is analyzed and compared to operations in other cities and states. The findings of the analysis and the recommendations are presented for consideration.

17. Facts About Gun Control (Columbus, Ohio Police Department, 1973)

The paper presents the major arguments for and against gun control and discusses the experiments with gun control in certain areas. It also includes an assessment of court attitudes toward firearms law violators.

18. Informational Report on Rape, (Columbus, Ohio Division of Police, 1976)

This Informational Report is a condensed compilation of available analytical data concerning the offense of rape for the CITY OF COLUMBUS, OHIO, THE STATE OF OHIO, AND THE UNITED STATES.

19. Assaults on Police Officers, (Columbus, Ohio Division of Police, 1975)

An analysis of the height, age, experience, location, and time of factors relative to assaults on police officers.

20. Equal Employment Opportunity Program, (Columbus, Ohio Division of Police, 1976)

A review and analysis of E.E.O. Policies and Practices of the Columbus Division of Police pursuant to the L.E.A.A. guidelines.

21. A Crime-Specific Reduction Plan, (Columbus, Ohio Division of Police, 1975)

An overview of crime and a plan to reduce it.

22. The Adult and Juvenile Offender in a Changing Society, (Columbus, Ohio Division Of Police, 1974)

This paper provides insight into our changing society and how it relates to the adult and juvenile offender.

23. A Proposal for the Allocation and Distribution of Patrol Bureau Personnel on a Permanent Watch Basis, (Columbus, Ohio Division of Police, 1975)

CORPUS CHRISTI POLICE DEPARTMENT
P.O. BOX 9016
Corpus Christi, Texas 78408

Planning and Research Bureau
Commander R. J. Sullivan, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Sergeant	2	S	SGT.	CITY	\$1,062
Secretary	1	C		CITY	

RESPONSIBILITIES

Administrative Problems
Crime Analysis
Graphic Arts

DADE COUNTY PUBLIC SAFETY DEPARTMENT
1320 N.W. 14th Street
Miami, Florida 33125

Management Analysis Bureau
Harry E. Bolinger, Supervisor

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	N/A	LOCAL	\$21,400 - 27,000
Executive Officer	1	S	LIEUTENANT	LOCAL	\$20,900 - 22,900
Police Planner II	1	C	N/A	LOCAL	\$16,400 - 18,000
Police Planner I	1	C	N/A	LOCAL	\$12,400 - 15,600
Police Officer	3	S	P.O.	LOCAL	\$12,800 - 16,200

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Federal Grant Coordination
Staff Support for Chief	

DALLAS POLICE DEPARTMENT
2014 Main Street - Room 300-A
Dallas, Texas 75201

Planning and Research Division
Captain Leslie R. Sweet, Director
(1977)

1. Report on Proposals for Improving the Juvenile Justice System in Dallas, (Dallas, Police Department, 1976)
2. A Report on Prisoners Charged with Drunkenness by the D.P.D. During 1975, (Dallas Police Department, 1976)
3. Review of Criminal Justice System Action in Dallas County During 1975, (Dallas Police Department, 1976)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPT.	CITY	\$1,630 mo.
Lieutenant	2	S	LIEUT.	CITY	\$1,495 mo.
Sergeants	2	S	SGT.	CITY	\$1,362 mo.
Police Officer	2	S	OFFICER	CITY	\$1,157 mo.
Operations Research Analyst 13	1	C		CITY	\$1,122 mo.
Administrative Assistant 12	1	C		CITY	\$1,044 mo.
Administrative Assistant 10	1	C		CITY	\$ 874 mo.
Police Analyst 8	3	C		CITY	\$ 749 mo.
Secretary 6	1	C		CITY	\$ 642 mo.
Clerk 6	1	C		CITY	\$ 642 mo.
Clerk/Typist 4	1	C		CITY	\$ 557 mo.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Crime Analysis	Federal Grant Coordination
Graphic Arts	Forms Control
Map-making	Staff Support for Chief Executive

DENVER POLICE DEPARTMENT
914 12th Street
Denver, Colorado 80204

Research and Development Bureau
Captain C.Y. Hanson, Director
(1977)

DES MOINES POLICE DEPARTMENT
East First and Court Avenues
Des Moines, Iowa 50309

Research and Development Section
John L. Jones, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Bureau Commander	1	S	CAPT.	CITY	\$25,000
Supervisor	1	S	SGT.	CITY	\$19,344
Staff	3	S	TECH.	CITY	\$16,428
Administrative Clerk	2	C			\$ 8,000

RESPONSIBILITIES

Administrative Problems	Written Directives
Contingency Plans	Graphic Arts
Forms Control	Map-Making
Staff Support for Chief Executive	Annual Reports
Procedure Manuals	

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LOCAL TAXES	\$748 Bi-Weekly
Administrative Assistant	1	S	LIEUT.	LOCAL TAXES	\$632 Bi-Weekly
Researcher	1	S	PTL.	LOCAL TAXES	\$502 Bi-Weekly
Budget Officer & Administrative Analyst	1	C		LOCAL TAXES	\$604 Bi-Weekly
Secretary	1	C		LOCAL TAXES	\$341 Bi-Weekly

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Map-making
Staff Support for Chief Executive	

1. National Highway Safety Grants (Des Moines, 1974)

The grants provided funds for radar and accident investigation equipment, video tape equipment, accident investigation training, select traffic law enforcement training and traffic management training.

2. Stop Theft and Mark Property (STAMP) (Des Moines Police Department, Spring, 1974)

The project was intended to initiate procedures that would reduce the incidence of residential burglaries and assist in the recovery of stolen property. In addition, it was intended to assist residents in recording articles within their homes for future reference in the event of theft and make residents aware of the precautions they might take to reduce the possibility of burglary.

3. UHF Communication System (Des Moines, May, 1974)

It was the intention of this study to maximize the utilization of a six-channel UHF communication system. It was also intended to reduce air time usage and permit mobile units to gain access to a radio channel in five seconds or less during a normal busy period.

4. Communications Improvement (Des Moines, 1974)

The project provided for the installation of a six-channel

UHF communications system utilizing satellite receivers and mobile radios as the primary means of communication, supplemented by personal portable radios.

5. Information System Grant (Des Moines, 1974)

The grant provided for the design and development of a computer-based information system that provides wanted and stolen property information and limited criminal history information to field elements. It also provides for the improvement of manual records storage system and has grown to include a computerized management information system. The grant also provided for the purchase of computer terminals to be used by the department and surrounding agencies.

6. Metropolitan Area Narcotics Squad (Des Moines, 1974)

The squad consists of 14 investigators under the control of the Department Chief. The unit is responsible for narcotics enforcement in Polk County.

7. Police School Liaison Program (Des Moines, 1974)

This program placed detectives from the youth section into the secondary schools. They act as counsellors and investigate cases involving youth in the schools for which they are responsible.

8. Regional Training Academy (Des Moines, 1974)

A Federal grant assisted in the construction of a \$300,000 facility to provide instruction to officers of the department and surrounding jurisdictions.

9. Improved Patrol Effectiveness (Des Moines, 1974)

The study provided recommendations for improving patrol effectiveness, increasing patrol time and manpower allocated to crime prevention and criminal apprehension. It also serves indirectly as a critique of the beat configuration study completed in December of 1973, as it includes a restructuring of the beat configurations based entirely on workload.

10. Patrol Manpower Allocation and Revised Beat Configuration (Des Moines, 1974)

The study was conducted to establish a more effective and equitable beat structure within the City of Des Moines and to allocate manpower more effectively in order to equalize the workload. It analyzes ten variables that influence the patrol function, i.e., population, density, land area, land use, median and mean income, poverty level income, age, education, ethnicity and workload.

11. Area Car Plan (Des Moines, 1974)

The project provided additional police service to high crime areas. Teams of police officers and cadets were assigned to handle the majority of calls in these areas. In addition, they participated in community meetings, contacted area businessmen, assisted at school functions and

attempted to work closely with the community residents in order to improve communication between the residents and the department.

12. Community Service Aid Program (Des Moines, 1974)

The program utilized residents of the community in a paraprofessional capacity to act as intermediaries between the community and the department.

13. Alcohol Enforcement Squad, (Des Moines Police Department)

The establishment of a special five man Alcohol Enforcement Squad to concentrate on the enforcement and processing responsibilities of OMVUI violators stopped by themselves and as many of those possible which are stopped by the normal patrol elements. It is the intent of the program to decrease the number of alcohol related traffic accidents though concentrated enforcement while relieving the regular patrol force from the time consuming processing task associated with an OMVUI arrest.

14. Neighborhood Patrol Program, (Des Moines Police Department)

A Comprehensive Neighborhood Patrol program designed to evaluate the effectiveness of alternative crime prevention techniques as they are imposed upon traditionally high crime area. Generally stated, the program calls for increasing the manpower in the test area from four officers to ten. This emphasis increased police presence and visibility for handling calls for service while performing supplementary crime prevention tasks during the remaining available time.

15. A Study to Determine Needs of Communications Center, (Des Moines Police Department)

A study to determine the manpower, equipment and record keeping needs of the Department's Communications Center was made using an existing "Table of Probability". The Table of Probability is an indicator which shows the percentage or change that either the radio operator or telephone operator will already be performing a task when another call or transmission is received.

16. Crime Map Production, (Des Moines Police Department)

Through the use of a computerized geographic base coding system, maps are produced monthly which reflects the number and type of offense occurring in the patrol beats.

DETROIT POLICE DEPARTMENT
1300 Beaubien
Detroit, Michigan 48226

Analysis and Planning Division
Commander Charles Henry
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	COM.	CITY	\$30,600
Inspector	1	S	INSP.	CITY	\$27,800
Lieutenant	1	S	LIEUT.	CITY	\$25,500
Sergeant	1	S	SGT.	CITY	\$22,750
Police Officer	7	S	P.O.	CITY	\$18,640
Principle Govt. Analyst	2	C		CITY	\$26,000
Junior Govt. Analyst	1	C		CETA	\$15,800
Typist	1	C		CITY	\$12,780

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Written Directives	Crime Analysis
Federal Grant Coordination	Crime Prevention
Records and Statistics	Staff Support for Chief Executive
Computer Operations	

1. Women in Policing (Detroit Police Department)

The department has taken the initial steps toward achieving complete interchangeability of male and female officers in all assignments. Under this program, female officers will be assigned in the same manner as male officer upon completion of recruit training.

2. Project Decentralization (Detroit Police Department)

The project, which was funded under a \$5,000,000 discretionary Federal grant is aimed at the overall reorganization of the department. A plan of action was devised in which specific goals or objectives were delineated.

3. Civilianization (Detroit Police Department)

Under the civilianization program currently being researched, every task in the organization will be categorized as "police" or "non-police." Those functions determined to be exclusively "non-police" will be performed through the use of civilian personnel. Some areas for civilianization within the department have been identified.

4. Police Mini-Station Project (Detroit Police Department)

The mini-station program is aimed at establishing lines of communication between the police and the community by creating an atmosphere of neighborhood policing in which the roles of police officers and citizens

are interdependent. The mini-stations will bring the police department to the doorstep of the community thus providing access to a realistic view of the total crime picture, as opposed to the fragmented view of crime now available through reported crime statistics.

5. Equal Employment Opportunity Plan, (Detroit Police Department)

The Analysis and Planning Division is presently preparing an Equal Employment Opportunity Plan for civilian employees as required by L.E.A.A. Every position within the Department will be evaluated with the maximum use of civilian personnel in mind.

6. Narcotic Identification Code System, (Detroit Police Department)

The Detroit Police Department is working with the Michigan State Police and the Pharmaceutical Association of Michigan to develop a drug identification code system. The intent of this project is to pre-mark all controlled substance containers so they can be more easily traced to their point of origin when recovered after a crime.

7. Aerospace Body Armor Project, (Detroit Police Department)

In the latter part of 1974, the L.E.A.A. awarded a contract to the Aerospace Corporation for the purpose of field testing lightweight, inconspicuous, limited protection and continuous wear soft body armor. The Detroit Police Department was selected to participate in this pilot project.

In January of 1976, the Detroit Police Department issued three hundred and ninety-eight (398) protective garments to officers in selected sections and pre-

cincts. The results of this project are being studied by Aerospace at this time with a final report expected in the summer of 1977.

8. Crime Prevention (Detroit Police Department)

With the use of L.E.A.A. money, the department has established the Crime Analysis and Prevention Section within the Analysis and Planning Division. This section will assist Detroit residence and businesses in eliminating the opportunity for crime. This will be done via group meetings and crime prevention surveys of homes and business places.

9. Project Decentralization II, (Detroit Police Department)

This is a continuation of project decentralization, via second year funding, which was explained in our 1974 reply.

DULUTH POLICE DEPARTMENT
Duluth
Michigan 55802

License, Training and Planning
Bureau
Lieutenant Joseph K. Wutz,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
License Director Training and Planning Director	1	S	LIEUTENANT	CITY	\$18,660
In-Service Training Officer	1	S	SERGEANT	CITY	\$17,028
Clerk Typist	1/2	C		CITY	\$ 8,604

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Contingency Plans
Forms Control
Staff Support for Chief

License Inspection
Training
Operational Problems
Department Budget
Mapmaking

ELIZABETH, NEW JERSEY POLICE DEPT.
Elizabeth
New Jersey

Planning Bureau
Joseph Brennan, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	S	LIEUTENANT	CITY	\$15,150
Assistant Planner	1	S	PTL.	CITY	\$12,800

RESPONSIBILITIES

Administrative Problems
Operational Problems
Contingency Plans
Written Directives

Department Budget
Crime Analysis
Federal Grant Coordination
Staff Support for Chief Executive

EL PASO POLICE DEPARTMENT
El Paso
Texas

Planning and Research Division
H. T. Vogel, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	ASST. CHIEF	CITY	\$19,256
Asst. Director	1	S	LIEUTENANT	CITY	\$14,292
Planning Analyst	1	S	LIEUTENANT	CITY	\$13,611
Research Analyst	1	S	SERGEANT	CITY	\$12,283
Draftsman/Planner	1	S	PTL.	CITY	\$10,070
Publications Editor	1	S	PTL.	CITY	\$10,070
Secretary	1	C		CITY	\$ 4,980

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Written Directives
Graphic Arts
Forms Control

Operational Problems
Mapmaking
Staff Support for Chief Executive
Long-Range Planning

FLINT, MICHIGAN POLICE DEPARTMENT
210 East Fifth Street
Flint, Michigan 48502

Planning & Research Section
David W. King, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Sergeant	2	S	SGT.	CITY	\$20,600
Specialist Planning & Research	1	C		CETA	\$13,300

RESPONSIBILITIES

Administrative Problems
Operational Problems
Contingency Plans
Written Directives
Crime Analysis

Federal Grant Coordination
Forms Control
Mapmaking
Staff Support for Chief Executive
Graphic Arts

1. Police Department Shooting Policy (Flint, Michigan Police Dept., 1974)

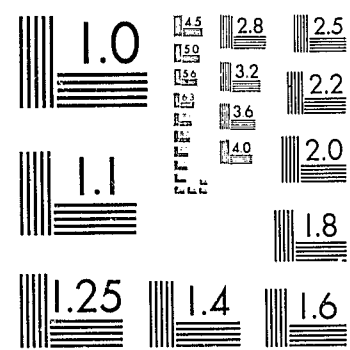
This is a survey of over 100 departments, nationwide. Under consideration were legal and ethical ramifications of various shooting policies.

CONTINUED

2 OF 4



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National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice
Washington, D. C. 20531

DATE FILMED
2/18/80

FORT LAUDERDALE POLICE DEPARTMENT
Fort Lauderdale
Florida

Administrative Services Division
Major William McPherson, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$17,000

RESPONSIBILITIES

Administrative Problems	Federal Grant Coordination
Department Budget	Training

FORT WORTH, TEXAS POLICE DEPARTMENT
1000 Throckmorton
Forth Worth, Texas 76102

Research and Planning Division
W.R. Henson, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$16,980
Admin. Assistant II	2	C		CITY	\$12,012
Admin. Assistant I	2	C		CITY	\$10,392
PMIS Project Leader	1	S	LIEUT.	CITY	\$16,896
Clerk Typist III	1	C		CITY	\$ 8,544
Sergeant	1	S	SGT.	CITY	\$15,168
Detective	2	S	DET.	CITY	\$13,632
Administrative Aide	1	C		CITY	\$ 9,888
Police Officer	4	S	P.O.	CITY	\$12,192

RESPONSIBILITIES

Administrative Problems

Operational Problems

Federal Grant Coordination

Mapmaking

Written Directives

Crime Analysis

Forms Control

Graphic Arts

1. Offense Report Procedure Study (Fort Worth Police Department, 1974)

The study was undertaken to ascertain the cost and operating procedure of the Offense Report Office and to assess the cost and procedure that would be involved in changing the system so that officers would call in their reports. Typists would transcribe the recorded messages.

2. Cost Benefit Analysis: Cadet Program (Fort Worth Police Dept., 1974)

A brief, preliminary analysis was developed to determine the advantages of a police cadet program within the department. The report contains information regarding cadet's duties, training, work, cost, and monthly activities.

3. Beat Alignment Aid (Fort Worth, Texas Police Department, 1974)

A computer program analyzed the clustering of police tracts into new beats. Its input is the "activity numbers" of the tracts (which measure the recent police activity in each tract), the area of each tract, and previous beat maps. Hopefully, new beat maps of sufficient quality will be produced in which only minor changes will be required.

4. Four-Day Work Week: A Comparative Analysis (Forth Worth Police Dept., 1972)

On January 8, 1972, the department initiated an experimental

application of the four-day work week within the radio patrol division. Such variables as the crime rate, traffic accidents, arrests, response time, preventative patrol time, safety of operations, manpower allocation and operational efficiency were tested.

5. Police Assessment Center (Fort Worth, Texas Police Department)

The assessment center is the final step in a police recruitment process which provides a rank ordered list of qualified eligibles for police service. Applicants are evaluated by these assessors in the following exercises: (1) Work simulation exercise, (2) Group exercise (each applicant interacts with the group in six police situations, (3) interview exercise (each applicant is asked questions predetermined by the assessor).

6. Computerized Map and Diagram Production (Fort Worth Police Department)

This project (SYMAP) involves a computer program in the production of maps and diagrams which graphically depict spatially disposed quantitative and qualitative information. SYMAP is presently involved in two areas: (1) Crime concentration and movement, and (2) The mapping of radio calls.

7. Lighting Project (Fort Worth Police Dept., 1974)

The project was initiated to determine the deterrent effects of increased neighborhood street lighting on the incidence of crime within a particular community. Monthly crime and traffic statistics were compiled and analyzed and compared to a control community, and the city as

a whole.

8. Neighborhood Crime Prevention Teams (Fort Worth Police Department)

This program has been initiated with the primary goal of reducing the incidence of crime within a small geographical area of Fort Worth through better community relations and increased police effectiveness. It is the concept of the program that the community and its citizens are as responsible for the prevention of crime as is the police department.

9. Organized Crime Intelligence Unit (Fort Worth Police Department, 1974)

The program's goal is to detect, control and prevent organized crime by directing the unit's attention to bookmaking and organized theft rings. The unit serves as the control agency for information pertaining to suspected organized crime in the country.

1. Organizational Development (Fresno Police Department, July, 1972)

First phase of organization development. A task force study of the purposes, objectives, goals and activities of the department.

2. Management Development (Fresno Police Department, November, 1973)

(Second phase of organization development). This study included a seminar devised and conducted by the Center for Training and Development, School of Public Administration, University of Southern California. It was designed for City Managers and Chiefs of Police. At the conclusion of the seminar, it was determined that a similar program could be extremely productive for all management and supervisory personnel.

3. Third Phase of Organizational Development (Fresno Police Dept, September, 1973)

All management and supervisory personnel attended the seminar; each group represented a "vertical slice" of ranking personnel from chief to sergeant. The resulting report represented an objective attempt to establish guidelines, priority of effort, and to emphasize weaknesses in the Department's structure and processes. The program was designed to: (1) Open lines of communication within the department, (2) Foster the concept of shared responsibility for department problem solving, (3) Establish lines of authority, (4) improve interpersonal relationships among supervisory personnel.

4. Proposed Police Services Within the Urban Unification Boundaries
(Fresno Police Department, 1974)

The study views the costs and feasibility of expanding total police services to the limits of the Urban Unification Boundaries. It contains a recommended operational plan and alternatives.

5. Smith and Wesson Pistol and .38 Caliber Revolver Study (Fresno Police Dept., 1973)

The department conducted a comparison of various modern handguns to determine if a more accurate, safe, reliable, and versatile weapon is available. The conclusion of the study resulted in the police department changing from a .38 caliber revolver to the Smith and Wesson 9 mm automatic pistol.

6. Computer Aided Dispatch System - Phase I, (Fresno Police Department, 1977)

The installation of CAD System was completed and accepted January, 1977. The system involved revamping of the Communications Center and installation of 30 mobile terminals in police vehicles. Sworn personnel were replaced by civilians in the Communications Center except for the supervisor (Sergeant).

7. Computer Aided Dispatch System - Phase II, (Fresno Police Department, 1977)

Second Phase is to involve the installation of 20 more mobile terminals, completing the patrol fleet. Also involved is the installation of an Automated Name Index and a Geographic Base File (1977-78).

8. Beat Design and Manpower Deployment System, (Fresno Police Department, 1976)

Complete redesign and restructuring of patrol beats, based on computerized output from the Hypercube program. The program enables police planners to balance work loads and reduce cross-beat dispatching based on the previous years' historical data. The new beat plan changed from the traditional, consistent 16 beats to 5 separate beat plans.

GLENDALE POLICE DEPARTMENT
140 North Isabel Street
Glendale, California

Planning and Fiscal Affairs Bureau
Donald Hughes, Director
(1974)

GRAND RAPIDS POLICE DEPARTMENT
Grand Rapids
Michigan

Research and Planning
Robert D. Rowe, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$1,784 mo.
Chief Clerk	1	C		CITY	\$1,062 mo.
Police Cadets	2	C		CITY	\$ 3.31 hr.

RESPONSIBILITIES

Contingency Plans
Department Budget
Mapmaking

Written Directives
Forms Control
Staff Support for Chief Executive

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LIEUTENANT	CITY	\$18,747
Assistant	1	S	SERGEANT	CITY	\$16,571
Research Assistant	1	S	PTL.	CITY	\$15,652
Analysis Aide	1	S	PTL.	CITY	\$15,052
Police Interns	2	C		LEAA	\$ 2.50 hr.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Graphic Arts
Mapmaking
Crime Prevention

Operational Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

1. Aerial Patrol Study (Grand Rapids Police Department, February, 1974)

The study examines the cost effectiveness of the various types of aerial patrol craft. It proposes a shared use operational agreement. This argument would reduce the capitol outlay for each agency, while providing for maximum utilization of the aircraft.

2. Grand Rapids Police Motorcycle Performance Evaluation (Grand Rapids Police Dept., 1973)

Several models of two-wheel motorcycles were tested by patrol officers.

3. College Level Intern Program (Grand Rapids Police Department, October, 1974)

This is a preliminary report on the college level intern program, a project funded through an LEAA grant. The project has two primary objectives: The first is to relieve sworn personnel from quasi-law enforcement duties; and the second objective is to provide college students with a meaningful work experience within the criminal justice system.

GREENSBORO POLICE DEPARTMENT
300 W. Washington Street
Greensboro, North Carolina 27402

Analysis and Planning Division
Daniel E. Wood, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPT.		\$1,533 - \$1,766 mo.
Fleet Services Officer	1	S	SERGT.		\$1,179 - \$1,365 mo.
Research Assistants	3	S	POLICE OFFICER II		\$879 - \$1,179 mo.

RESPONSIBILITIES

Administrative Problems	Written Directives
Contingency Plans	Crime Analysis
Department Budget	Forms Control
Fleet Management	Capital Inventory Control
Mapmaking	Equipment Specifications
Operational Problems	

HAMMOND, INDIANA POLICE DEPARTMENT
Hammond
Indiana

Planning Personnel and Training Division
John Klapak, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN	CITY	\$12,720
Planning Lieutenant	1	S	LIEUTENANT	CITY	\$12,120
Training Officers	2	S	SERGEANT	CITY	\$11,520
Court Officer	1	S	SERGEANT	CITY	\$11,520

RESPONSIBILITIES

Administrative Problems
Federal Grant Coordination
Training

Contingency Plans
Staff Support for Chief Executive

HARTFORD POLICE DEPARTMENT
155 Morgan Street
Hartford, Connecticut 06103

Program and Fiscal Management
John C. Burke, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C			\$19,193
Resource Coordinator	1	S	PTLM.		\$15,968
Assistant Resource Coordinator	1	S	PTLM.		\$15,968
Program & Evaluation Coordinator	1	S	PTLM.		\$15,968
Research & Development Coordinator	1	C			\$12,384
Fiscal Coordinator	1	S	PTLM.		\$15,968
Accounts Receivable Clerk	1	C			\$ 9,890
Accounts Payable Clerk	1	C			\$ 9,032
Payroll Clerk	1	C			\$10,845
Senior Clerk Steno	1	C			\$10,319
Senior Clerk Typist	1	C			\$ 9,890

RESPONSIBILITIES

Operational Problems
Written Directives
Staff Support for Chief

Administrative Problems
Department Budget
Federal Grant Coordination

1. Review of the Street Crimes Unit (Hartford, Connecticut Police Department)

The study evaluates the productivity of the Street Crimes Unit during a two-month period. Included within the report are the reasons for the unit's inception, the primary geographic areas of concentration, the unit's manpower allocation and its method of operation.

2. A Survey of Housing Project Security Patrols (Hartford Police Department)

The study is an overview of crime within the City's housing projects and the response of the police and housing authority to it. It reviews the incidence of crime within the projects and highlights the citizen fear accompanying its occurrence.

To help alleviate the problem, a plan is proposed that recommends a preprofessional security patrol within the projects. Enumerated within the plan are various physical changes needed to guarantee security, manning and equipment requirements of the patrol, training methods designed especially for the patrol, and certain programs within the community aimed at crime prevention.

3. Combined Hospitals Alcoholism Program (Hartford Police Department)

In conjunction with five area hospitals, this department has developed procedures for handling intoxicated persons without submitting them to the arrest process. Information is available that outlines

legal, medical, health and police responsibilities.

4. Job Task Analysis for Patrol Officers and Patrol Sergeants (Hartford, Police Dept.)

This Arthur Young study attempted to:

1. Refine and verify a job description to reflect actual duties, activities and responsibilities of the patrol officer and his line supervisor.
 2. Develop improved procedures and a rational structure for the candidate background investigation and the Chief's interview.
 3. Develop a performance evaluation system.
 4. Develop an evaluation system to monitor the effectiveness of the background investigation, Chief's interview and performance evaluation procedures.
-

5. Alternate Methods of Delivering Police Services (Hartford Police Department)

This 114-page study, conducted by Arthur Young and Company, identifies non-criminal services provided by the Hartford Police Department and evaluates alternative methods of delivering these services. Following a cost-benefit analysis, the study suggests that certain tasks performed by the police, such as school crossing and other traffic assignments, could be adequately performed by other means. Other non-criminal services are determined to be proper police functions.

6. Standardization of Police Discretion (Hartford, Connecticut Police Dept.)

This report documents a fifteen-month effort by the Hartford Police

Department to develop a field test and to evaluate written policy guidelines for police discretion in selected order-maintenance situations.

Three separate written guidelines were produced in this project. These policies deal with police discretion and procedures for handling domestic disputes, the mentally ill and disturbed.

The report includes the background of the project, the policy development process, a training program to implement the guidelines, a six-week operational test of the guidelines and an evaluation of the field testing program. Detailed project findings and recommendations are presented to improve and implement the guidelines.

7. Departmental Contingency Plans (Hartford Connecticut Police Department)

This department has developed contingency plans which outline available resources, situations, concepts of operation, and responsibilities of department members when various extraordinary conditions arise. Conditions outlined by the plans include: Civil disorder, natural disaster, snow emergency, oil and chemical spill, and destruction of Police Headquarters Building by natural disaster or other means.

8. Police Mutual Aid Pact, (Hartford Police Department)

In conjunction with nineteen towns in the Capitol Region, this Department entered into a covenant pledging mutual aid in case of major incident or disaster. Ongoing planning and research is in effect to continually upgrade the Pact.

9. Revision of Hartford Police Departmental Orders, (Hartford Police Department)

This project will reorganize Orders according to function for easy reference. Eventually, all issuances will be incorporated into a rules and procedures manual.

10. In-Service Training, (Hartford Police Department)

Mandated training and educational activities will be conducted at the Police Academy on a one-day seminar basis. This program will run through 1977.

11. Intern Program, (Hartford Police Department)

In conjunction with foundations and colleges this Department will host interns who will work on specific projects.

12. Fixed Asset Inventory System, (Hartford Police Department)

A new coding system has been established which will ultimately control all Hartford Police Department fixed assets. All fixed assets have been identified. A program has been developed to identify and systematize the inventory of supplies.

13. Special Police, (Hartford Police Department)

This study has been designed to reduce routine calls for police services on private property. A manual will formalize already existing procedures and policies.

14. Procedural Manual Grant Proposal, (Hartford Police Department)

A grant application is now being conceptualized for standardizing a procedural manual for police departments in the State's five largest cities. This will be a joint effort between Hartford Police Department and New Haven Department of Police Services.

15. 9.3 Management Information System, (Hartford Police Department)

The objectives of this program are to install an on-line records system, thus, increasing the availability of case incident information and expediting the flow of information in the Department. The successful completion of this project should result in increased officer safety, suspect apprehension, management capability to analyze operations and overall Department efficiency.

16. 2.5 Street Crime Assessment, (Hartford Police Department)

This program is designed to assess street crime and assist police managers in the deployment of personnel to impact on crime problems and situations. This program will interface with the 9.3 program and use the computer information to detect crime patterns and formulate responses.

17. Community Crime Prevention, (Hartford Police Department)

Together with HISCJ-Community Development Grant for citizen participation, the consultants will assist and advise the District Commanders in further establishing crime prevention and community interaction/participation.

18. Team Policing, (Hartford Police Department)

The new Director of the Team Policing project has formed an "Alpha One" group which will recommend implementation of organizational changes which are supportive of the Team Policing concept.

19. District Reapportionment Plan (Hartford Police Department)

The Districts, in conjunction with the Team Policing Evaluation personnel are examining manpower resources and sector assignments in order to better deploy personnel and ensure accountability for sectors.

HIALEAH POLICE DEPARTMENT
Hialeah
Florida

Administrative Division
Alden R. Berry, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	CAPTAIN	CITY	\$18,434
Planning Coordinator	1	S	PTL.	CITY	\$13,962
Clerk/Typist	1	C		CITY	\$ 7,774

RESPONSIBILITIES

Administrative Problems	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief Executive	Uniforms

HOUSTON POLICE DEPARTMENT
61 Riesner Street
Houston, Texas 77002

Planning and Research Division
Kenneth T. DeFoor, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$1,943 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$1,676 mo.
Sergeant	2	S	SERGEANT	CITY	\$1,463 mo.
Detectives	2	S	DETECTIVES	CITY	\$1,463 mo.
Police Officers	14	S	PTL.	CITY	\$1,304 mo.
Statistical Analysis II	1	C		FEDERAL	\$1,050 mo.
Stenographer	1	C		FEDERAL	\$ 966 mo.
Clerks I,II,III	7	C		CITY	I \$ 886 mo. II \$ 996 mo. III \$1,050 mo.

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Operational Problems	Federal Grant Coordination
Written Directives	Forms Control
Crime Analysis	Staff Support for Chief Executive
Graphic Arts	Equipment Evaluation
Mapmaking	

HUNTINGTON BEACH CALIFORNIA POLICE DEPT.
P.O. Box 70
Huntington Beach, California 92648

Special Operations Division
Michael Burkenfield, Director
(1977)

INDEPENDENCE POLICE DEPARTMENT
223 N. Memorial Drive
Independence, Missouri 64050

Planning, Training & Research/Fiscal
Management Unit
Donald R. Huntsinger, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN		

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Federal Grant Coordination
Staff Support for Chief Executive
Mapmaking

Crime Analysis
Written Directives
Graphic Arts
Forms Control
Computer Projects

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPT.	CITY	\$18,810
Training Director	1	S	SGT.	CITY	\$14,304
Training Instructor	1	S	P.O.	CITY	\$12,972
Statistical Analyst	1	S	P.O.	CITY	\$12,972
Property Officers	2	C		CITY	\$11,208

RESPONSIBILITIES

Administrative Problems
Written Directives
Crime Analysis
Staff Support for Chief Executive
Graphic Arts
Supplies

Operational Problems
Contingency Plans
Department Budget
Federal Grant Coordination
Training

INDIANAPOLIS POLICE DEPARTMENT
50 N. Alabama Street
Indianapolis, Indiana 46204

Office of Planning and Research
Captain Anthony L. Miles, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPT.		
Assistant Director	1	S	LIEUT.		
Resource Planning Supervisor	1	S	SGT.		
Crime Analyst	1	S	PTL.		
Graphic Art Coordinator	1	S	LIEUT.		
Special Projects	1	S	PTL.		
Typist	1	C			
Graphic Artist	2	C			
Graphic Arts Super.	1	S	SGT.		
Budget Analyst	1	S	PTL.		
Policy & Proc. Super.	1	S	SGT.		
Policy & Proc. Planner	1	S	PTL.		
Special Projects Supervisor	1	S	SGT.		
Special Projects Control	1	S	PTL.		

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Forms Control

Operational Problems
Written Directives
Graphic Arts
Mapmaking

JACKSONVILLE POLICE DEPARTMENT
Room 506, Courthouse
Jacksonville, Florida 32202

Planning and Research Unit
B.H. Quesinberry, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$20,000
Sergeant	1	S	SERGEANT	CITY	\$17,000
Police Officer	1	S	PTL.	CITY	\$15,000
Police Officer	1	S		CITY	\$15,000
Senior Planner	1	C		GRANT	\$16,536
Senior Communications Prog.	1	C		GRANT	\$15,756
Planners	2	C		GRANT	\$12,948
Secretary II	1	C		GRANT	\$ 6,720

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Crime Analysis
Graphic Arts
Mapmaking
Contingency Plans

JERSEY CITY POLICE DEPARTMENT
8 Erie Street
Jersey City, New Jersey 07302

Planning & Development Division
Frederick J. Hahner, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	DEP. CHIEF	CITY	\$26,000
Planning Officer	1	S	DETECTIVE	CITY	\$15,500

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Forms Control
Staff Support for Chief Executive
Graphic Arts

Operational Problems
Written Directives
Federal Grant Coordination
Mapmaking
Crime Analysis

1. Crime Prevention Unit (Jersey City Police Department)

The unit gathers statistics concerning the crime of breaking and entering. An organized unit performs lecture and presentation work on security in the home. It advocates the creation of block organizations and, hopefully, the cooperation of the citizenry in the overall objective of decreasing crime.

2. Alcohol Detoxification Program (Jersey City Police Department)

The project involves the diversion of individuals having a drinking problem to a detoxification unit for immediate treatment, the arrest process is conducted the following day. The program admits people who are not subject to arrest but feel the need for help.

KANSAS CITY POLICE DEPARTMENT
1125 Locust
Kansas City, Missouri 64106

Administrative Analysis Division
Major Larry J. Joiner, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	MAJOR	CITY	\$1,799 - 2,048 mo.
Unit Commander	1	S	CAPTAIN	CITY	\$1,713 - 1,785 mo.
Supervisors	3	S	SERGEANT	CITY	\$1,409 - 1,628 mo.
Admin. Assistant	1	C		CITY	\$ 774 - 988 mo.
Research Officers	7	S	PTL.	CITY	\$ 866 - 1,339 mo.
Planning Officers	4	S	PTL.	CITY	\$ 866 - 1,339 mo.
Research Analyst	1	C		CITY	\$ 738 - 942 mo.
Graphic Illustrator	1	C		CITY	\$ 703 - 897 mo.
Clerk/Typist	2	C		CITY	\$ 454 - 579 mo.

RESPONSIBILITIES

Administrative Problems
Written Directives
Graphic Arts
Mapmaking
Crime Analysis

Contingency Plans
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

1. Preventive Patrol Experiment (Kansas City Police Department)

The department conducted an experiment (one year) designated to measure the impact routine patrol had on the incidence of crime and the public's fear of crime. This experiment employed a methodology which determined that traditional routine preventive patrol had no significant impact on the level of crime on the public's feeling of security.

2. Rape Program (Kansas City Police Department)

In February, 1973, personnel of the department initiated a comprehensive study of the crime of rape. A Metropolitan Coordinating Committee for Rape Treatment, comprised of social workers, physicians, nurses, police officers, prosecutors, judges, defense attorneys, academicians, and rape victims was formed. Information regarding this study is available upon request.

3. Domestic Violence Study (Kansas City Police Department)

This study was designed to facilitate officer intervention in disturbances and to intercept motivational patterns leading up to subsequent aggravated assaults and homicides. The detailed research effort established the relationship of aggravated assaults and homicides to prior police disturbance interventions. In a subsequent analysis of the characteristics of disturbance participants, the research isolated

patterns having high correlates with the ensuing use of physical force.

4. Response Time Analysis Study (Kansas City Police Department)

In an effort paralleling Police Foundation-sponsored activity, the department designed, secured funding, and implemented the first detailed research project to analyze the impact of response time to crime and service calls on multiple dimension including apprehension, prosecution, witness availability, victim injury and citizen satisfaction with police service. The study will continue through September, 1976. Results will not be available until after that date.

5. Peer Review Program (Kansas City Police Department)

This program was first implemented by patrol officers in a major effort to assume counselling responsibilities for peers exhibiting performance problems in interacting with citizens. A non-punitive review process, the panel is not part of normal department disciplinary channels.

6. Personnel Task Force (Kansas City Police Department)

A personnel task force comprising civilian and sworn personnel has been formed to undertake a comprehensive study of the personnel policies and practices of the department. Briefly, the task force is utilizing a framework of systems theory to develop a comprehensive resource management system. To date, the task force has identified six program components: (1) A task inventory, (2) Human resource inventory, (3) Employee assessment component, (4) Counselling,

(5) Training, and (6) A career development and reward system.

An assessment center for promotion to the rank of sergeant was established in early 1974, and to the best of our knowledge, this is the first time this concept has been utilized for supervisory level promotions in a major metropolitan police department.

7. Interactive Patrol Program (Kansas City Police Department)

This project emerged from a detailed program of community involvement with patrol personnel in program planning. Implementation calls for the increased interaction of patrol officers and community residents in a complex series of project activities containing 15 sub-component parts. The task force proposed a patrol strategy which represented a complex blend of traditional and totally unique community relation activities that sought to generate a greater understanding and a stronger bond between the police and the community in one of the highest crime areas of the city.

8. Jail Consolidation Plan (Kansas City Police Department)

The Kansas City, Missouri Police Department and the Jackson County Department of Corrections are developing a plan in which the detention operations, presently operated by both agencies, are being consolidated to reduce duplicated efforts and expenses. The plan calls for the county to assume most of the detention operations. This would enable the police department to close the police city jail. The project is in the preliminary planning stages.

9. Directed Patrol, (Kansas City Police Department)

This program contains six major components designed to improve the delivery of police service and, at the same time, have an impact on the crimes of residence burglary and robbery. Program components include community education, crime prevention, case processing, tactical deployment, situational crime and workload analysis, and a new patrol deployment system. The latter two program components are designed to support the activities the officers will be performing in the other four components.

Activities officers will perform are based on a comprehensive study of crime and call-for-service workload. The major goals of the program are:

1. To control the level of occurrence of the crimes of residence burglary and robbery.
2. To establish and maintain a high level of community satisfaction with the delivery of police services.

10. Domestic Violence Study, (Kansas City Police Department)

This study was designed to facilitate officer intervention in disturbances and to predict violence escalation patterns leading up to subsequent aggravated assaults and homicides. In the analysis of the characteristics of disturbance participants, the research isolated patterns having high correlations with the ensuing use of physical force. Efforts are currently directed to data collection to validate the violence prediction models.

11. Rape Program, (Kansas City Police Department)

This current program is the direct result of earlier studies and has evolved into the Metropolitan Organization of Counter Sexual Assault (M.O.C.S.A.). This program represents the areas of law enforcement, prosecution, courts, probation and parole, medical and paramedical, defense attorneys, psychologists, and social workers. The program is directed to bring about a better understanding of the crime of sexual assault and subsequently to decrease its frequency of occurrence, promote more frequent and accurate reporting of sexual assaults, promote

more effective and sensitive handling of the victim by both police and medical personnel, and increase the conviction rate in sexual assault cases.

12. Response Time Analysis Study - Part I Crimes, (Kansas City Police Department)

A research project designed to analyze the impact of response time to crime and service calls on multiple dimensions including apprehension, prosecution, witness availability, victim injury, and citizen satisfaction with police service. Results of this study will be available in June, 1977.

13. Management by Objectives Program, (Kansas City Police Department)

This study is designed to develop a comprehensive training program of management and budgeting for use by the department's command staff. The concept is to ensure that specific goals are reached and to develop measurements of achieving those goals.

14. Capital Improvements Program, (Kansas City Police Department)

The study involves development of a comprehensive listing of capital improvements that the department would like to make operational over the next three to five years. The Capital Improvement Program includes physical facilities and equipment improvements.

LEXINGTON-FAYETTE URBAN COUNTY DIVISION OF
POLICE

1409 Forbes Road
Lexington, Kentucky 40503

Planning Unit
Lieutenant Frank Smith, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	SERGEANT	CITY	\$373 bi-wkly.
Specialist	5	S	PTL.	CITY	\$347 bi-wkly.
Officer Manager	1	C		CITY	\$347 bi-wkly.

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Federal Grant Coordinator

Mapmaking

Operational Problems

Written Directives

Forms Control

Staff Support for Chief Executive

1. Home Fleet Program (Lexington, Kentucky Police Department, August, 1974)

The study evaluates the first year of the department's experience with a take-home cruiser plan. It examines initial and recurring costs, maintenance, off-duty activity, crime statistics and officer attitudes. Costs of the program are compared to the costs in which would be incurred in maintaining the same level of coverage with a pool fleet.

2. Alarm Ordinance, (Lexington-Fayette Urban County Division of Police, 1976)

The ordinance was written by this Unit and addresses problems with dialer alarms connected to the Police Division, false alarms, and alarm dealers and users. It has a penalty for false alarms and restricts dealers.

3. Procedure for Responding to Alarms, (Lexington-Fayette Urban County Division of Police 1977)

The procedure was written with a coordination of efforts between the Division of Police and local banks. This procedure only applies to banks at this time. The procedure is designed to increase the safety of officers and bank personnel when responding to alarms.

4. Home Fleet Study, (Lexington-Fayette Urban County Division of Police, 1977)

The study compares a Home Fleet Plan to a Pool Plan.

5. Ten (10) Plan, (Lexington-Fayette County Division of Police, 1976)

This plan was an experimental program dealing with a ten (10) hour day, four (4) day work week.

6. Street Lighting, (Lexington-Fayette Urban County Division of Police, 1977)

The study supports the use of high sodium vapor lights in the downtown area.
It gives advantages and cost analyses.

7. Disciplinary Procedure, (Lexington-Fayette Urban County Division of Police, 1976)

This study addresses the problem of making the Division of Police Disciplinary
Procedure conform with the State law procedure.

LINCOLN POLICE DEPARTMENT
550 South 9th Street
Lincoln, Nebraska 68508

Planning, Research and Budgeting
Division
E.C. Armstead, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$17,418
Operations Analyst	1	S	SERGEANT	CITY	\$15,610
Patrolman	2	S	P.O.	CITY	\$13,466
Account Clerk	2	C		CITY	\$ 8,899

RESPONSIBILITIES

Department Budget
Federal Grant Coordination
Staff Support for Chief

Operational Problems
Crime Analysis

LOS ANGELES POLICE DEPARTMENT
Box 30158
Los Angeles, California 90030

Planning and Research Division
Captain W. M. Rathburn, Director
(1977)

MADISON POLICE DEPARTMENT
Madison
Wisconsin

Planning and Research Unit
Jules Butler, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN		
Lieutenant II (Procedures & Directives)	1	S	LIEUTENANT		
Sergeant II (Manuals & Orders)	1	S	SERGEANT		
Police Officer III (Orders)	1	S	P.O.		
Sergeant II (Legal)	1	S	SERGEANT		\$2,080 mo.
Police Officer III (Legal & Legislative)	1	S	P.O.		\$1,670 mo.
Lieutenant II (Planning)	1	S	LIEUTENANT		\$2,445 mo.
Sergeant II (SPU)	1	S	SERGEANT		\$2,079 mo.
Police Officer II (Staff Research)	2	S	P.O.		\$1,576 mo.
Police Officer III (Staff Research)	1	S	P.O.		\$1,664 mo.
Sergeant II (Facilities)	1	S	SERGEANT		\$2,079 mo.
Senior Administrative Assistant	2	C			
Administrative Assistant	4	C			

RESPONSIBILITIES

Administrative Problems	Written Directives
Graphic Arts	Forms Control
Mapmaking	Staff Support for Chief
Long Range Planning	Legal Research
Product Evaluation	Environmental Impact Analysis

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		LEAA	\$17,000
Police Officer	1	S	PTL.	CITY	\$12,500

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Staff Support for Chief Executive	

MIAMI POLICE DEPARTMENT
P. O. Box 614
Miami, Florida

Planning Unit
James Reese, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$1,563 mo.
Planning Sergeant	2	S	SERGEANT	CITY	\$1,167 mo.
Planning Officer	1	S	PTL.	CITY	\$1,007 mo.
Secretary	1	C		CITY	\$ 586 mo.

RESPONSIBILITIES

Administrative Problems
Written Directives

Contingency Plans
Staff Support for Chief Executive

1. Management Development Program (Miami Police Department, October, 1973)

The report is a plan for managerial level education and training for police personnel. The goal of the program is to effect behavioral change in the student by the development of special managerial and supervisory skills. The report includes information on module summaries, course curriculum, and measurable objectives.

2. Homicides and the Lunar Cycle (Miami Beach Police Department, July, 1972)

Data on homicides were analyzed by computer to determine whether a relationship exists between the lunar synodic cycle (moon phases) and crimes of violence.

3. Rape Treatment Center (Miami Police Department, January, 1974)

The program was created to provide the patient with immediate care and treatment including gynecological, traumatic, psychiatric, and nursing. The patient is encouraged by the staff to speak to the proper law enforcement agency.

MILWAUKEE COUNTY SHERIFF'S DEPARTMENT
821 W. State Street
Milwaukee, Wisconsin 53233

Planning & Research Bureau
George U. Brotz, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
P & R Coordinator	1	C		80%	\$18,000
Deputy Sheriff Cadet	1	C		80%	\$ 8,900
Clerk Steno III	1	C		100%	\$10,000

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Department Budget
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief

MINNEAPOLIS POLICE DEPARTMENT
Minneapolis
Minnesota

Planning and Research Division
Jack McCarthy
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$1,425 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$1,250 mo.
Patrolmen	5	S	PTL.	CITY	\$1,100 mo.
Secretary	1	C		CITY	\$ 750 mo.
Admin. Analyst	1	C		CITY	\$1,200 mo.
Student Interns	3	C		CITY, STATE, FED.	\$2.50 - 3.00 hr.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief Executive	

1. Misdemeanor Non-Traffic Tag Experiment (Minneapolis Police Department, 1974)
-

2. Police and Community Activities Project (Grant-Minneapolis Police Dept., 1974)

This grant has two components: A recreation program serving young people living in high crime areas, and a comprehensive referral program providing information on social services and early intervention into delinquency.

3. Civil Disturbance Uniforms (Minneapolis Police Department, 1974)
-

4. Police Review Boards (Minneapolis Police Department, 1974)
-

5. Use of Civilians for Non-Critical Functions (Minneapolis Police Dept., 1974)
-

6. Career Development-Sergeant (Minneapolis Police Department, 1973)

7. Police Department Purchasing (Minneapolis Police Department, 1974)

8. Police Personnel Selection, Training and Evaluation (Grant-Minneapolis Police Department, 1974)

The stated objective is to increase the responsiveness of the police force to the needs of the department and the community by becoming more professional and effective in field operations and screening procedures.

9. Survey of Suburban Police Overtime Pay (Minneapolis Police Department)

10. Transfer Officer Program (Grant-Minneapolis Police Department, 1974)

The objective is to make available to the participating cities, officers from other police forces who would be unrecognizable as police officers; our emphasis would lie with drug enforcement.

11. Precinct Station Advisory Board (Minneapolis Police Department, 1974)

12. Precinct Consolidation Survey (Minneapolis Police Department, 1974)

13. Electronics Communication System (Grant-Minneapolis Police Department, 1974)

The grant's objective is to investigate the effectiveness of using mobile computer terminals in the squad cars.

14. Communications (Grant-Minneapolis Police Department, 1974)

The grant's objective is to develop a coordinated state-wide system for police radio communications and to assist Minneapolis in changing from VHF to UHF.

15. Helicopter Patrol Proposal (Minneapolis Police Department, 1974)

16. Identification of Police Vehicles (Radio Code) (Minneapolis Police Dept., 1974)

17. Computer Technology Transfer Program (Grant-Minneapolis Police Dept., 1974)

The grant's objective is to demonstrate methods to transfer proven, operational criminal justice application modules from another agency to this one.

18. Police Vehicle Inspection (Minneapolis Police Department, 1974)

19. Police Handgun Studies (Minneapolis Police Department, 1974)

20. Organized Crime Intelligence Unit (Grant-Minneapolis Police Department, 1974)

The grant's objectives is to establish a unit whose primary responsibility will be organized crime.

MOBILE POLICE DEPARTMENT
51 Government Street
Mobile, Alabama 36602

Planning Division
Lieutenant William M. Mingus
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planning Director	1	S	LIEUT.	CITY	\$15,612
Assistant Director	1	S	SGT.	CITY	\$13,752
Stenographer	1	C		CITY	\$ 8,412
Clerk	1	C		CITY	\$ 7,740
Law Enforcement Planner	1	C		LEAA	\$13,164

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Problems	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief Executive
Graphic Arts	Awards

MONTGOMERY COUNTY DEPARTMENT OF POLICE
60 Courthouse Square
Rockville, Maryland 20850

Research and Planning Division
Sergeant Stephen J. Gaffigan
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director (Manager)	1	S	SERGEANT	LOCAL	\$22,000
Police Planner	1	S	PFC	LOCAL	\$18,000
Police Systems & Data Coordinator	1	C		LOCAL	\$20,000
Police Research Analyst	3	C		LOCAL	\$14,200
Program Evaluator	1	C		LOCAL	\$15,000
Administrative Aides	2	C		LOCAL	\$11,000

RESPONSIBILITIES

Administrative Problems	Written Directives
Crime Analysis	Federal Grant Coordination
Staff Support for Chief	

NASHVILLE-DAVIDSON COUNTY
METROPOLITAN POLICE DEPARTMENT
211 Union Street - 1115 Stahlman Bldg.
Nashville, Tennessee 37201

Planning and Research Division
Major James A. York, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Division Commander	1	S	MAJOR	CITY	\$1,220-1,635 mo.
Section Commander	3	S	LIEUT.	CITY	\$1,016-1,362 mo.
Section Vice Commander	3	S	SGT.	CITY	\$ 924-1,239 mo.
Police Officer	2	S	P.O.	CITY	\$ 801-1,073 mo.
Senior Stenographer	1	C		CITY	\$ 603-809 mo.

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Operational Problems	Department Budget
Written Directives	Crime Analysis
Federal Grant Coordination	Graphic Arts

NASSAU COUNTY POLICE DEPARTMENT
1490 Franklin Avenue
Mineola, New York 11501

Planning Unit
Inspector H. Wignes, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	INSPECTOR	LOCAL	\$32,375
Deputy Commander	1	S	LIEUTENANT	LOCAL	\$23,781
Sergeant	3	S	SERGEANT	LOCAL	\$20,406 - 21,556
Police Officer	4	S	P.O.	LOCAL	\$16,874 - 18,474
Clerk-Typist II	2	C		LOCAL	\$10,313 - 10,763

RESPONSIBILITIES

Administrative Problems
Written Directives
Federal Grant Coordination
Staff Support for Chief Executive

Operational Problems
Crime Analysis
Forms Control

1. 911 - Problems and Possible Solutions (we have system), (Nassau County P.D., 1976)
2. Auto Theft Study, (Nassau County P.D., 1976)
3. EEO/AA Compliance - ongoing, (Nassau County P.D., 1976)
4. Use of Mace, (Nassau County P.D., 1976)
5. Community Oriented Policing (Team Policing) Research, (Nassau County P.D., 1976)
6. Annual Report, (Nassau County P.D., 1976)
7. Soft Body Armour Research Project, (Nassau County P.D., 1976)

NEWARK POLICE DEPARTMENT
57 Green Street
Newark, New Jersey 07102

Planning and Research Bureau
Hubert Williams, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$19,675
Planning Officer	1	S	SERGEANT	CITY	\$15,874
Legal Officer	1	S	LEGAL ANALYST	CITY	\$20,355
Principal Clerk/ Stenographer	1	C		CITY	\$ 9,000
Planning Officer	3	S	LIEUTENANT	CITY	\$17,639
Planning Officer	3	S	DETECTIVE	CITY	\$14,250
Executive Secretary	1	C		PSEP	\$10,000

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Department Budget

Federal Grant Coordination

Mapmaking

Annual Report

Operational Problems

Written Directives

Department Manual

Forms Control

Staff Support for Chief Executive

1. Tactical Anti-Crime Teams (Newark Police Department, 1974)

The program proposes to attack street crime by various methods, including disguise and decoy tactics, burglary alarms and surveillance camera, and stake-out vehicles equipped with alarm monitoring equipment.

2. Mail Security--Explosive Devices (Newark Police Department, 1974)

The study involves the handling of department mail as to the possibility of detecting, defusing, and preventing the delivery of mailed explosive devices.

3. Rape Analysis and Investigation Unit (Newark Police Department, 1974)

The designated unit will investigate the incidence of rape. A many-phased operation, it will require coordination between police, community groups, hospitals, prosecutors, courts, and para-professionals.

4. Intelligence Unit (Newark Police Department, 1974)

The purpose, staffing, and function of the unit is discussed and reviewed. The organizational structure of informational activities and analytic activities is outlined.

5. Civilian Personnel or Dispatchers and/or Complaint Clerks (Newark Police Dept., 1974)

Fifty-six cities were queried as to the use of civilian or police personnel as dispatchers or complaint clerks. Wages, working conditions, male/female considerations, and comments are noted.

6. Explosive Ordinance Unit, (Newark Police Department, 1975)

This unit consists of members of the Newark Police Department's Emergency Bureau Patrol Division, who are qualified Bomb Technicians. They respond to all calls of found explosives, suspected bombs, bombings, or related incidents.

7. Taxicab Inspection Unit, (Newark Police Department, 1975)

This unit is authorized and instructed to observe the operations of the holders of Newark taxicab driver's licenses, for the purpose of enforcing compliance with the provisions set in City Ordinance.

8. Newark International Airport Disaster Plan, (Newark Police Department, Revised 1976)

This plan establishes procedures to be followed and defines the duties and responsibilities of department members regarding actual or potential emergency situations at Newark International Airport.

9. NC 4 System, (Newark Police Department, 1976)

(N for Newark and 4C for Computerized Command and Control Communications Systems)

This is a computer-aided dispatching system which incorporates a resource allocation component (real time); geographic base file; 911 telephone system; recording system and 6 UHF channels which include digital devices.

10. Kevlar Body Armor Program, (Newark Police Department, 1976-1977)

This experimental program was sponsored by the Law Enforcement Assistance Administration (LEAA) and the Aerospace Corporation. The purpose of the program was to evaluate light-weight, inconspicuous, limited weight and continuous wear body armor. As part of the program, participants were required to complete:

- a. A Pre-Test Interview Questionnaire.
- b. Monthly questionnaires designed to gather a variety of data on the garments, officers acceptance or rejection of them, their attitude toward the garments and their job and the public while wearing the garment.
- c. A Post-Test Interview Questionnaire to complete the data gathered during this program and to allow for the evaluation of the protective garments in general and possible changes in the way law enforcement officers perform in their assignments while wearing the garment. (This program is still in operation).

High-Impact Programs, (Newark Police Department, 1976)

11. Auxiliary Police Program

The purpose of the Auxiliary Police Program is to post unarmed, uniformed civilians on foot patrol and in marked Auxiliary police vehicles. The project functions in the late evening hours between 7:00 p.m. and 12:00 midnight, city-wide. They aid the Newark Police Department in meeting the increased demands for police service by handling minor police functions, thus freeing the regular police to handle situations of more serious nature, particularly IMPACT target offenses. The Auxiliary Police are present in addition to regular police officers on mobile and foot patrol and serve as an important adjunct to the patrol force.

The objective of the program is to assign 114 Auxiliary Police Officers per night on duty throughout the city. The program calls for a total recruitment and training of 500 persons to serve as paid volunteers. They are expected to work a minimum of 20 hours per month to assure the nightly presence of 114 officers on duty. In addition to the foot patrols, each district has one auxiliary motor patrol unit.

These units are used not only as mobile patrol, but also as a means of transporting Auxiliary officers to the scenes of accidents, fires, or other incidents requiring either crowd or traffic control, and to relieve regular officers from such standing-by duties as awaiting towing of vehicles.

All personnel in this program are given a basic 36 hour training course that includes first aid, laws of arrest, traffic control, patrol practice, and use of communications equipment.

12. Blockwatcher's Program, (Newark Police Department, 1976)

The Blockwatcher program was established to provide a system whereby the public can assist the police in the reporting of incidents and the apprehension of target criminal offenders; i.e., to act as the eyes and ears of the department.

The Blockwatchers concept has been enthusiastically received by the community. During 1976 an additional two hundred and sixty-five (265) blockwatcher households were recruited and trained. This brought the total number of volunteer households to eight hundred and sixty-five (865).

Two anticipated goals of the program are to reduce target crime specifically in areas where blockwatcher households are located by creating a feeling of omnipresence and thus deterring the criminal, and to create an atmosphere of security for the citizens of Newark. Recent crime statistics have shown a decline in target crimes. This success can be attributed to some degree to this program which has definitely added measurably to a creation of an atmosphere of security for the citizens of Newark.

13. Property Identification Program, (Newark Police Department, 1976)

This program is designed to discourage the crime of burglary. It further assists police personnel in the return of stolen property to the rightful owner.

During 1976 over 3,000 persons made use of this service. As a further deterrent, participants were issued stickers to be prominently displayed, that state "all valuables on these premises have been marked for police identification".

This program originated in the latter part of 1975, and a request for a program extension to June of 1977 is now being evaluated. Because the program has now been publicized, it has developed numerous users especially among senior citizens, and it is anticipated that the number of participants will increase greatly.

As evidence of the success of this program to date none of those who have availed themselves of this service have been victimized by burglary.

14. Non-Funded Program

Senior Citizen Security Program, (Newark Police Department, 1976)

A recent development in criminal activity has been the widespread victimization of older persons. Generally senior citizens lack the knowledge that would enable them to protect themselves from becoming the victims of criminal depredation, and they lack information as to where to seek assistance when they are victimized. During 1976 special emphasis has been placed on informing them as to how to protect themselves.

A film entitled "Senior Power and How to Use It" has been purchased and used as a segment of a lecture for senior citizens. The film educates the older person as to how to better secure their homes by using inexpensive security devices, and instructs them on a technique of passive resistance to criminal attack in order to minimize being injured.

To date this program has been presented to over two thousand senior citizens. The number of requests for this service attests to its total acceptance by the elderly.

15. Home & Industrial Security Crime Prevention Program, (Newark Police Department, 1976)

This program has been submitted for funding. The goal of this project is crime target hardening through coordination of individual project efforts and expanded citizen involvement. The ultimate objective of this project is to aid in reducing the opportunity for a crime to occur. The victim, his dwelling and his business are all targets of criminal attack. If we harden there targets, make it difficult for the criminal to violate them, then we will reduce the present growing crime rate.

To attain this goal and objective this project will:

- a. Establish within the Community Relations Bureau specialized training for personnel in crime prevention techniques.
- b. Heavily involve Newarkers in target-hardening through education and self-implementation of project goals and objectives.
- c. Perform some security inspections, disseminate and follow-up on security checklists, continue the property marking program, and continue and expand the blockwatcher program, in addition, it will launch a Commercial Watch Program.
- d. Have personnel assigned to the crime prevention section lecture at local community meetings on burglary prevention techniques and residential security improvements.
- e. Set up burglary prevention displays at local stores and banks. This activity will expand during a planned "Crime Prevention Month".
- f. Encourage the reporting of all crimes.
- g. Develop and distribute literature.
- h. Develop crime analysis capabilities and utilize it to identify critical problems and implement resolution strategies.

On a continuing basis, the program contemplates utilizing the close cooperation of several thousand citizens and business people residing and working in the various neighborhoods and doing business in the City of Newark. The hypothesis is that a unified police effort combined with citizen efforts will bring about effective crime control.

16. Bicycle Registration Program, (Newark Police Department, 1977)

A program has been submitted by this Bureau in an attempt to reduce bicycle thefts in the City of Newark. Three suggested plans have been introduced:

- a. Voluntary pilot bicycle registration program.
- b. City Ordinance to require bicycle registration to the City.
- c. Support of 1976 New Jersey Senate Bill #1310, 1496 and 520 designed to require bicycle registration throughout the state.

NEW ORLEANS POLICE DEPARTMENT
715 So. Broad Street
New Orleans, Louisiana 70151

Research and Planning
Hugh M. Collins, Director
(1977)

NEW YORK CITY POLICE DEPARTMENT
#1 Police Plaza
New York, New York 10038

Office of Management Analysis
Assistant Chief Henry R. Morse
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director/Crime Analysis	1	S	SERGEANT	CITY/GRANT	\$ 821-1,154 mo.
Crime Analyst	3	S	PTL.	CITY/GRANT	\$ 710- 997 mo.
Police Planner	1	C		GRANT	\$ 862-1,212 mo.
Director/Data Systems	1	S	SERGEANT	CITY	\$ 821-1,154 mo.
Data Programmer	6	S	PTL.	CITY	\$ 710- 997 mo.
Data Programmer	4	C		CITY	\$ 710- 997 mo.
Division Director	1	C		CITY	\$1,548-1,706 mo.
Director/Planning-Research Section	1	S	SERGEANT	CITY	\$ 821-1,154 mo.
Police Planner	1	S	PTL.	CITY	\$ 710- 997 mo.
Police Planner	1	C		CITY	\$ 862-1,212 mo.

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Operational Problems	Graphic Arts
Crime Analysis	Forms Control
Mapmaking	Staff Support for Chief Executive
Data Systems	

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
All Ranks	71	S	ALL RANKS	CITY	
Civilians	16	C			

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief	

NORFOLK POLICE DEPARTMENT
811 E. City Hall Avenue
Norfolk, Virginia 23510

Planning and Research Division
Captain O.L. Murden, Commanding Officer
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$19,920
Police Procedures Analyst	1	C		CITY	\$12,576-18,240
Police Planner	1	C		CITY	\$12,576-18,240
Research Analyst	1	C		CITY	\$10,344-15,120
Police Administrator	1	C		CITY	\$ 9,864-13,800
Senior Clerk Typist	1	C		CITY	\$ 6,672-9,864

RESPONSIBILITIES

Administrative Problems	Written Directives
Contingency Plans	Forms Control
Department Budget	Staff Support for Chief Executive
Federal Grant Coordination	Fleet Safety

1. Per Capita Expenditure Study (Norfolk Police Department, 1974)

A brief in-house study, based upon documents on hand, was conducted of the annual per capita expenditures of police departments of cities from 250,000 to 500,000 population and compared with that of the Norfolk Police Department.

2. Performance Evaluation Study Report (Norfolk Police Dept., 1973)

An unstratified true random sample survey was conducted of department sworn officers attitudes with regard to performance evaluation. Results heavily favor a regular, formal and frequent reporting system, free of bias, to be used for counselling the rates, considering assignments, and selecting candidates for advancement in conjunction with promotion examinations.

3. Investigative vs Patrol Manpower Allocation Survey (Norfolk Police Dept., 1974)

A mail survey of 26 United States cities of 250-500 thousand population was conducted to determine the mean percentage of total sworn police strength allocated to investigative and to patrol functions.

4. Red Lights and Sirens, (Norfolk Police Department, 1976)

Study performed to determine when and how red lights and sirens should be used by patrolmen. Resulted in new general order in reference to same.

5. Use of Microfilm, (Norfolk Police Department, 1976)

Study to determine feasibility and legality of using microfilmed statements in court proceedings pending out of habeas corpus.

6. Tachograph Survey, (Norfolk Police Department, 1976)

Study to determine whether other police departments of comparable size utilize tachographs and its effectiveness upon their manpower output.

7. Second Precinct Building Project (Norfolk Police Department, 1976)

Determine what functions and/or offices should be relocated with the proposed Second Precinct Building. Determine what office equipment would be necessary and amount of office space required to produce conducive working environment.

8. Transfer/Detail Form, (Norfolk Police Department, 1976)

Developed same in order to coordinate the transfer and detail of officers with the allocations of the manning plan.

9. Community Analysis Study, (Norfolk Police Department, 1977)

Special project for Chief of Police, examining the socio-economic, demographic and institutional characteristics of the City of Norfolk.

10. Directive System Development, (Norfolk Police Department, 1975-1976)

Establishment of directive system regarding the preparation, distribution, and filing of orders, memoranda, and bulletins.

11. Forms System Development, (Norfolk Police Department, 1975-1976)

Establishment of a forms system to catalog departmental forms and introduction of procedures regarding the preparation and printing of new forms.

12. Personnel Requirement, (Norfolk Police Department, 1975)

An in-depth study of Norfolk Police Department needs for additional manpower and related equipment based upon such variables as investigative case load, calls for service, overtime being worked, and generally understood departmental needs in specific areas. Study resulted in the acquisition, through City Council action, of 52 additional personnel.

OAKLAND POLICE DEPARTMENT
455 Seventh Street
Oakland, California 94607

Research and Development Section
Lieutenant John Vomacka, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Section Commander	1	S	LIEUTENANT		\$2,110 mo.
Police Officer	2	S	P.O.		1,595 mo.
Administrative Analyst	2	C			1,510 mo.
Administrative Analyst	2	C			1,400 mo.
Secretary	1	C			906 mo.
Clerk/Typist	1	C			836 mo.
Technical Writer	1	C			1,092 mo.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief	

1. Crime File System (Oakland Police Department, September, 1974)

The department desired a fast, reliable and convenient means of searching the identification elements of people, fingerprints and vehicles. The system had to provide a means of presenting visual records of persons matching the observed characteristics and of purging information no longer of interest. The report contains a description of the approach taken in utilizing advanced technology to aid in criminal investigation.

2. Semi-Automatic Car Locator System (Oakland Police Dept., 1971)

The problem studied was that of increasing apprehension rates by reducing response time. The study made use of digital communication to report geographic location and status of police vehicles. Results were evaluated, and conclusions and recommendations were presented.

3. Response Time Study(Oakland Police Dept., 1971)

The problem addressed was that of improving the Department's response capability without infringing upon the time available for other police activities. Response time data were gathered and cross-correlated with assignment and activity statistics in order to isolate the factors which influenced the behavior of elapsed response time. The factors isolated by this procedure were incorporated into several theoretical models which were refined and used to evaluate anomalies in actual response data.

The product was the generation of a series of alternatives which were systematically reviewed for feasibility and impact. From these, conclusions and recommendations were developed.

OMAHA POLICE DEPARTMENT
505 South 15th Street
Omaha, Nebraska

Research and Planning Unit
Blaine Berry, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$1,128 - 1,175 mo.
Sergeant	1	S	SERGEANT	CITY	\$1,035 - 1,082 mo.
Patrolmen	2	S	PTL.	CITY	\$ 772 - 971 mo.
Police Cadets	2	C		GRANT	\$ 2.50 hr.
Clerk/Typist	1	C		CITY	\$ 3.52 hr.

RESPONSIBILITIES

- | | |
|-----------------------------------|----------------------------|
| Administrative Problems | Operational Problems |
| Contingency Plans | Written Directives |
| Department Budget | Federal Grant Coordination |
| Forms Control | Mapmaking |
| Staff Support for Chief Executive | |

PEORIA POLICE DEPARTMENT
542 Southwest Adams Street
Peoria, Illinois

Planning and Research
Richard Couron
(1974)

PHILADELPHIA POLICE DEPARTMENT
Franklin Square
Philadelphia, Pennsylvania 19106

Research and Planning
David Cordivari, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Operations Analyst	1	C		CITY	\$20,000
Crime Analyst	1	C		LEAA	\$12,000
Clerk/Stenographer	1	C		CITY	\$ 7,000

RESPONSIBILITIES

Operational Problems	Department Budget
Crime Analysis	Federal Grant Coordination
Graphic Arts	Forms Control
Mapmaking	Computer and Information System

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	Captain	CITY	\$22,462
Lieutenant	2	S	LIEUTENANT	CITY	\$19,649
Sergeant	6	S	SERGEANT	CITY	\$17,275 ave.
Policemen	10	S	PTL.	CITY	\$15,192 ave.
Stenographer/Clerk I	1	C		CITY	
Clerk/Typist	1	C		CITY	
Clerk/Typist	1	C		CITY	

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Crime Analysis	Forms Control
Mapmaking	Staff Support for Chief Executive

PHOENIX POLICE DEPARTMENT
620 W. Washington
Phoenix, Arizona 85003

Planning and Research Bureau
Samuel Lewis, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$22,464
Administrator, Policy and Procedures	1	S	SERGEANT	CITY	\$18,366
Program Review and Analysis Team	1	S	SERGEANT	CITY	\$18,366
Police Research Analyst	1	S	PTL.	CITY	\$15,537
Administrator, Plans and Stats	1	C		CITY	\$18,616
Program Review and Analysis Team	1	C		CITY	\$18,616
Administrative Assistant I	1	C		CITY	\$14,955
Computer Systems Analyst II	1	C		GRANT	\$18,950
Systems and Procedures Analyst II	1	C		CITY	\$16,307
Grant Coordination	1	S	PTL.	CITY	\$15,532
Secretary II	3	C		CITY	\$ 9,131
Typist II	1	C		CITY	\$ 8,195
Police Aide	1	C		CITY	\$ 8,798
Capital Improvement Planner	2	S	PTL.	CITY	\$15,537
Policy and Procedures Analyst	1	S	PTL.	CITY	\$15,537
Equipment and Forms Analyst	1	S	PTL.	CITY	\$15,537

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget (Planning)
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive
Computer Requirements Validation and Planning

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Mapmaking
Program Analysis

PIMA COUNTY SHERIFF'S DEPARTMENT
P.O. Box 910
Tucson, Arizona 85702

Planning and Research Section
Sergeant David L. Fisher
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	SERGEANT	LOCAL	\$16,300
Clerk Typist	2	C		LOCAL	\$10,100

RESPONSIBILITIES

Written Directives
Crime Analysis
Graphic Arts
Special Projects

Department Budget
Federal Grant Coordination
Manuals

PITTSBURGH POLICE DEPARTMENT
Pittsburgh
Pennsylvania

Criminal Justice Planning Unit
George Jacoby, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		LEAA	
Secretary	1	C		LEAA	

RESPONSIBILITIES

Federal Grant Coordination

PORTLAND POLICE DEPARTMENT
222 S.W. Pine
Portland, Oregon 97204

Planning and Research Division
William Richardson
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	LT.	CITY	\$9.55 hr.
Assistant Director	1	S	SGT.	CITY	\$8.10 hr.
Police Officer	1	S	PTL.	CITY	\$6.97 hr.
Operations Analyst	2	C		CITY	\$7.95 hr.
Police Records Clerk	1	C		CITY	\$4.39 hr.
Clerk Typist	1	C		CITY	\$3.86 hr.

RESPONSIBILITIES

Administrative Problems
Graphic Arts
Map Making
Data Processing Coordination

Written Directives
Forms Control
Staff Support for Chief Executive

Analysis of Assaulted and Non-Assaulted Officers by Height, Weight,
Tenure, and Assignment (Portland Police Department, 1973)

The study was conducted to determine the significance of some of the factors associated with assaults against Portland officers during the first eleven months of 1973.

PORTSMOUTH POLICE DEPARTMENT
711 Crawford Street
Portsmouth, Virginia 23704

Planning and Analysis Unit
Charles E. Reynolds, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CITY	\$13,387
Management Analyst	1	C		CITY	\$12,621
Clerk/Typist	1	C		CITY	\$ 5,500
Systems Analyst	1	C		CITY	\$15,891

RESPONSIBILITIES

Administrative Problems	Operational Problems
Federal Grant Coordination	Written Directives
Crime Analysis	Forms Control
Mapmaking	Staff Support for Chief Executive
Data Processing Coordination	

RIVERSIDE POLICE DEPARTMENT
P.O. Box 88
Riverside, California 92502

NO PLANNING UNIT
(1974)

ROANOKE POLICE DEPARTMENT
309 3rd Street, S.W.
Roanoke, Virginia

Services Division
Captain Henry R. Kiser, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$631.50 bi/wk.
Training Director	1	S	LIEUTENANT	CITY	\$573.00 bi/wk.
Records Section Sergeant	1	S	SERGEANT	CITY	\$494.50 bi/wk.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination
Staff Support for Chief Executive

Operational Problems
Written Directives
Crime Analysis
Training
Records

1. Patrol Team Development (Riverside, California Police Department)

This is a study of patrol deployment and the team concept as it applies to a city the size of Riverside.

PROVIDENCE POLICE DEPARTMENT
209 Fountain Street
Providence, Rhode Island 02903

Planning and Research Bureau
Sergeant John D. Zielinski, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	SERGEANT	CITY	\$265 week
Analytical Statistician	1	S	PTL.	CITY	\$238 week
Analytical Planner	1	S	PTL.	CITY	\$238 week

RESPONSIBILITIES

Administrative Problems	Department Budget
Operational Problems	Contingency Plans
Written Directives	Crime Analysis
Federal Grant Coordination	Staff Support for Chief Executive
Graphic Arts	Mapmaking
Forms Control	

ROCHESTER POLICE DEPARTMENT
Civic Center Plaza
Rochester, New York 14614

Research and Evaluation Section
Delmar Leach, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Captain	1	S	CAPTAIN	CITY	
Police Lieutenant	1	S	LIEUTENANT	CITY	
Police Sergeant	1	S	SERGEANT	CITY	
Police Officer	1	S	P.O.	CITY	
Systems Analyst	1	C		CITY	
Program Analyst	1	C		CITY	
Computer Programmer	1	C		CITY	
Senior Stenographer	1	C		CITY	
Clerk I	1	C		CITY	
Clerk III	2	C		CITY	
Clerk/Typist	1	C		CITY	
Police Review Specialist	1	C		CITY	
Police Sergeant	1	S	SERGEANT	GRANT	
Facit Coordinator	1	C		GRANT	
Victims Coordinator	1	C		GRANT	
Senior Research Analyst	1	C		GRANT	
Research Analyst (FT)	1	C		GRANT	
Research Analyst (PT)	1	C		GRANT	
Youth Resource Specialist	1	C		GRANT	
Municipal Assistant (CETA)	1	C		GRANT	
Victim Service Worker	5	C		GRANT	
Programmer-Analyst	1	C		GRANT	
Senior Stenographer	3	C		GRANT	
Clerk III/Typist	4	C		GRANT	
Clerk Typist	1	C		GRANT	
Duplicating Offset Operator	1	C		GRANT	
Senior Support Team					
Specialist	1	C		GRANT	
Support Team Specialist	4	C		GRANT	
Support Team Aide	3	C		GRANT	
Junior Systems Analyst	1	C		GRANT	

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Crime Analysis	Federal Grant Coordination
Forms Control	Mapmaking
Staff Support for Chief	

ROCKFORD POLICE DEPARTMENT
Public Safety Building
420 West State Street
Rockford, Illinois 61104

Research and Development Division
John Weeks, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$20,500
Research Assistant	1	C		CITY	\$10,500

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Forms Control
Staff Support for Chief Executive	Graphic Arts
Mapmaking	

ST. LOUIS POLICE DEPARTMENT
1200 Clark Avenue
St. Louis, Missouri 63103

Planning and Development
Division
Gerald O'Connell, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$17,810
Planning Section Super.	1	S	SERGEANT	CITY	\$15,028
Senior Program Analyst Supervisor	1	C		CITY	\$20,904
Computer Section Super.	1	C		CITY	\$10,270
Project Director, Police Operations Analysis and Evaluation Unit	1	C		CITY	\$15,730
Research Assistants	7	S & C	P.O.	CITY	\$13,130-16,484
Programmer Analyst I	3	C		CITY	\$15,730
Programmer Analyst II	1	C		CITY	\$16,484
Research Assistant	2	C		GOV. GRANT	\$10,998
RJE Operator	1	C		CITY	\$ 8,710
Lead Control Clerk	1	C		CITY	\$ 8,320
Control Clerks	4	C		CITY	\$ 7,566
Lead Key punch Operator	2	C		CITY	\$ 8,710
Key punch Operator II	3	C		CITY	\$ 8,320
Key punch Operator I	6	C		CITY	\$ 7,566
Secretary	1	C		CITY	\$10,738
MT/ST Composer Operator	1	C		CITY	\$ 9,308
Typist A	1	C		CITY	\$ 7,566
Forms Control Supervisor	1	C		CITY	\$11,232

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Federal Grant Coordination	Forms Control
Map Making	Staff Support for Chief Executive

ST. LOUIS COUNTY POLICE DEPARTMENT
7900 Forsyth Boulevard
Clayton, MO. 63105

Bureau of Planning & Research
Mr. Richard A. Valdez, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Bureau Director	1	C		LOCAL	\$16,781 - 21,418
Assistant Bureau Director	1	C		LOCAL	\$15,209 - 19,425
Research Associate	4	C		LOCAL	\$13,807 - 17,613
Police Officer	2	S	PATROLMAN	LOCAL	\$11,344 - 13,613
Draftsman	1	C		LOCAL	\$ 7,800 - 9,048
Secretary	1	C		LOCAL	\$ 7,523 - 9,048

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief	Long Range Planning

1. DATA Systems for Planning and Research, (St. Louis County P.D.)
2. Analysis of Regional Crime Patterns, (St. Louis County P.D.)
3. CAD Design and Implementation, (St. Louis County P.D.)
4. Evaluation of Crime Blockers Program, (St. Louis County P.D.)
5. Performance Survey, (St. Louis County P.D.)
6. Evaluation of PCAM Resource Allocation Program, (St. Louis County P.D.)
7. County Population Trends, (St. Louis County P.D.)
8. Precinct Boundaries Study, (St. Louis County P.D.)
9. Evaluation of Hypercube, (St. Louis County P.D.)
10. 1977 Beat Plan, (St. Louis County P.D.)

ST. PETERSBURG POLICE DEPARTMENT
1300 First Avenue North
St. Petersburg, Florida 33705

Research and Development
Peter Richman, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Chief	1	C		CITY	\$16,000
Program Planner	3	C		CITY	\$12-14,000
Man. Methods Analyst	4	C		CITY	\$ 9-12,000
Account Clerk I	1	C		CITY	\$ 6-8,000
Account Clerk II	1	C		CITY	\$ 7-9,000
Clerk/Stenographer	1	C		CITY	\$ 6-8,000
Clerk/Typist	1	C		CITY	\$ 5-7,000

RESPONSIBILITIES

Operational Problems

Written Directives

Department Budget

Crime Analysis

Federal Grant Coordination

Program and Project Evaluation

1. Evaluation Manual (St. Petersburg Police Department, 1974)

This manual serves as a guide for police agencies in establishing program evaluation capabilities. It was prepared pursuant to a LEAA-funded evaluation program. Topics covered include: Formulating goals and objectives, selecting evaluation designs, evaluation methodologies, and reporting evaluation findings.

2. Citizen Survey (St. Petersburg Police Department, 1974)

The survey registers citizens' reactions to the Department's K-9 unit, aviation unit, and crime deterrent section.

3. Aviation Unit Evaluation Report (St. Petersburg Police Dept., 1974)

The report includes a comprehensive evaluation of the department's newly created aviation unit with specific emphasis on apprehension rates, down-time, mission types, and response time.

4. Field Interrogation Reports (St. Petersburg Police Department, 1974)

The report reviews current procedures followed in gathering and processing field interrogation reports. Recommendations are made to expand usage.

5. Charlie Team Prevention Program (St. Petersburg Police Department, 1974)

A neighborhood-based burglary prevention program was implemented which included door-to-door police contact, literature distributions, and a community meeting. Follow-up questionnaires were distributed, and the results were analyzed.

ST. PAUL POLICE DEPARTMENT
101 E. 10th Street
St. Paul, Minnesota 55101

Research and Development
Lieutenant Ted Brown, Director
(1977)

6. Parking Enforcement Unit (St. Petersburg, Florida Police Department, 1974)

A standard operating procedures manual was prepared for use by the civilian parking enforcement unit.

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Unit Head	1	S	LIEUTENANT	CITY	\$20,000
Sergeant	1	S	SERGEANT	CITY	\$18,000
Research Analysts	2	C		CITY	\$14,000

RESPONSIBILITIES

Administrative Problems	Operational Problems
Department Budget	Written Directives
Staff Support for Chief Executive	Federal Grant Coordination

SACRAMENTO COUNTY SHERIFF'S DEPARTMENT
711 G Street
Sacramento, California 95814

Sheriff's Executive Council Staff
Dennis Drew, Director
(1977)

CONTINUED

3 OF 4

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	INSPECTOR	LOCAL	
Steno II	1	C		CETA	
EDP Liaison Officer	1	S	SERGEANT	LEAA	
Department Artist	1	S	SERGEANT	LOCAL	
Grantsman & Vehicle Maintenance	1	S	CORPORAL	LOCAL	
Assistant EDP Liaison	1	S	CORPORAL	LOCAL	
Facilities Coordinator	1	C		LOCAL	
Management Analyst and Forms Control	1	C		LOCAL	
Assistant EDP Liaison and Special Studies	1	C		CETA	

RESPONSIBILITIES

Administrative Problems

Contingency Plans

Crime Analysis

Graphic Arts

Mapmaking

Operational Problems

Written Directives

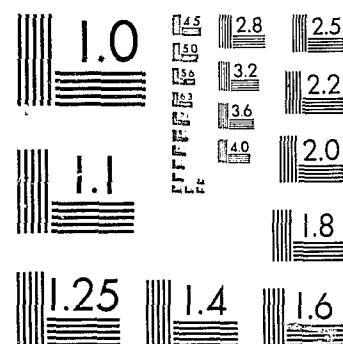
Federal Grant Coordination

Forms Control

Staff Support for Chief



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MICROCOPY RESOLUTION TEST CHART
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National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice
Washington, D. C. 20531

DATE FILMED
2/18/80

SALT LAKE CITY POLICE DEPARTMENT
450 South Third Street
Salt Lake City, Utah 84111

Planning and Research Division
Glen Cahoon, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUT.	CITY	\$1,100 mo.
Research Assistant	1	C		CITY	\$1,000 mo.

RESPONSIBILITIES

Administrative Problems

Operational Problems

Contingency Plans

Written Directives

Department Budget

Crime Analysis

Federal Grant Coordination

Graphic Arts

Forms Control

Map Making

Staff Support for Chief Executive

SAN ANTONIO POLICE DEPARTMENT
214 W. Nueva Street
San Antonio, Texas 78207

Research and Planning Bureau
Captain R.D. Ahen, Director
(1977)

SAN DIEGO POLICE DEPARTMENT
801 W. Market Street
San Diego, California 92101

Research and Analysis Unit
Lieutenant David J. Spisak,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$1,826 mo.
Planning Officer	1	S	LIEUTENANT	CITY	\$1,588 mo.
Graphics Technician	1	S	CORPORAL	CITY	\$1,201 mo.
Orders Technician	1	S	CORPORAL	CITY	\$1,201 mo.
Info Technician	1	C		CITY	\$1,037- 1,389 mo.

RESPONSIBILITIES

Administrative Problems
Written Directives
Graphic Arts
Staff Support for Chief Executive
Contingency Plans
Crime Analysis

Operational Problems
Federal Grant Coordination
Forms Control

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Unit Commander	1	S	LIEUTENANT	CITY	\$21,913
Police Sergeant	2	S	SE RGEANT	CITY	\$18,948
Police Officer	2	S	P.O.	CITY	\$16,416
Associate Administrative Analyst	2	C		CITY	\$17,330
Assistant Administrative Analyst	2	C		CETA	\$14,773
Administrative Trainee	1	C		CETA	\$14,000
Intermediate Stenographer	1	C		CITY	\$ 9,961
Intermediate Typist	1	C		CITY	\$ 9,348

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive
Department Employee Evaluation

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Mapmaking

1. Entry Level Requirements (San Diego Police Department)

The study focuses on entry level requirements as they pertain to eyesight.

2. LEAA Funded - Law Enforcement Focus on Career Criminals (San Diego P.D., 1977)

The purpose of this project is the identification, apprehension, and prosecution of "career criminals". The grant will be used to augment the existing Crime Analysis Unit of the Police Department with additional staff, equipment, and consulting services to concentrate on the crimes of robbery, commercial burglaries, hot prowls, rape and child molest. Other elements of the grant program will provide police officers with special training in preliminary crime scene analysis and also special assistance to the District Attorney in prosecuting "career criminals" for the target crimes.

The prime objectives of this project are to establish a more effective means of crime data collection and dissemination while providing post-arrest investigative support to assist in prosecution.

3. Study of One-Officer and Two-Officer Patrol Systems (San Diego P.D.)

This grant, fully funded by the Police Foundation, analyzed the comparative effectiveness of one and two-officer patrol systems. A comprehensive study of these two types of field patrol units, evaluating effectiveness, efficiency, and officer safety was conducted.

Variables assessed during the operational phase included community surveys, post-service interviews, dispatch information, citizen complaints, and statistical reports.

4. AJI - Police Performance Measurement (San Diego P.D.)

The City of San Diego is a co-grantee with the American Justice Institute (AJI) for the development of Police Performance Measures. The results of this study will provide improved evaluation of police effectiveness as it relates to established goals and objectives.

The primary objective of this grant is to develop a comprehensive system of police program performance measures integrated with a structure of quantifiable police objectives.

5. LEAA Funded - Neighborhood Crime Prevention (San Diego P.D.)

This project is designed to strengthen the capability of the Police Department to the total citizenry of San Diego in preventing crime. The program is directed primarily at the crimes of robbery, residential burglary, hot prowls, and rape, with consideration being given to other crime trends which may develop in the community.

The objectives of the Crime Prevention Unit are to increase reported crimes and reduce actual crime in San Diego by creating a City-wide awareness that crime prevention is the duty of every citizen, not just the police; to enlist as many individuals and groups as possible in crime prevention programs; to actively serve as a crime prevention resource through the Community Oriented Policing Patrol Officer; and to provide public safety input to local planning agencies and architectural designers.

SAN DIEGO COUNTY SHERIFF'S DEPARTMENT
Post Office Box 2991
San Diego, California 92112

Budget and Planning Division
George E. Lejeck, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Administrative Assistant (Director)	1	C		LOCAL	\$20,040
Administrative Assistant	1	C		LOCAL	\$18,192
Administrative Assistant	1	C		LOCAL	\$16,920
Senior Clerk	1	C		LOCAL	\$11,148
Intermediate Steno	1	C		LOCAL	\$ 9,060

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Federal Grant Coordination
Forms Control	Mapmaking
Staff Support for Chief	Appropriations Control
Supplies	Office Services
Accounting	

1. Ready Legal Reference, (San Diego County Sheriff's Dept., 1977)

Develops an index covering the total powers, duties, obligations, liabilities, and responsibilities of the Sheriff predicated upon the varied statutory provisions and state constitution and such other items which appear in the San Diego County Charter, Administrative Code and Ordinances.

2. Weight Control and Physical Fitness Program, (San Diego County Sheriff's Dept., 1977)

Establishes an on-going program that will regularly evaluate the ability of each sworn officer to fulfill the physical requirements of the job of Deputy Sheriff.

3. Employee Actions, (San Diego County Sheriff's Dept., 1977)

Develop a contingency plan which would permit effective departmental operations should an employee action (work stoppage, slowdown, etc.) occur.

4. Departmental Library, (San Diego County Sheriff's Dept., 1977)

Establish a library for utilization by all departmental personnel.

5. Clerical Allocation Study, (San Diego County Sheriff's Dept., 1977)

Conduct, through observation, interview, survey, etc., a study of all departmental clerical positions to ascertain the appropriateness of allocation to specific operational or staff divisions.

6. Authorized Ammunition, (San Diego County Sheriff's Dept., 1977)

Develop a departmental policy intended to delineate the types of ammunition ascertainable for use by department personnel in both on-duty and off-duty status.

7. M manpower Allocation Design, (San Diego County Sheriff's Dept., 1977)

Develop methodologies, for testing, to deploy patrol resources while equalizing workload and minimizing response times.

8. Uniform Crime Report, (San Diego County Sheriff's Dept., 1977)

Develop a regional Uniform Crime Report, Arrest Report, and incident report forms for utilization by all law enforcement agencies in San Diego County.

9. Disaster Plan, (San Diego County Sheriff's Dept., 1977)

Develop a contingency plan which would define actions to be taken by departmental personnel during a natural or unnatural disaster.

SAN JOSE POLICE DEPARTMENT
P.O. BOX 270
San Jose, California 95103

Research and Development
Lieutenant Robert V. Bradshaw
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	OPERATING BUD-GET	\$943.20 bi/wk.
Operation & Methods Assistant Commander	1	S	SERGEANT	OPERATING BUD-GET	\$815.20 bi/wk.
Operations and Methods	1	S	POLICE OFF.	OPERATING BUD-GET	\$704.00 bi/wk.
Police Automated Systems Coordinator	1	C		OPERATING BUD-GET	\$764.00 bi/wk.
Typist Clerk II	6	C		OPERATING BUD-GET	\$411.20 bi/wk.
Staff Analyst II	1	C		OPERATING BUD-GET	\$753.60 bi/wk.
Administrative Analyst III	1	C		OPERATING BUD-GET	\$867.29 bi/wk.
Statistical Analyst	2	C		OPERATING BUD-GET	\$855.20 bi/wk.
Assistant Police Woman	1	S	POLICE WOMAN	OPERATING BUD-GET	\$623.20 bi/wk.
Stenographer II	1	C		OPERATING BUD-GET	\$479.20 bi/wk.
Principal Clerk	1	C		OPERATING BUD-GET	\$490.40 bi/wk.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Graphic Arts
Mapmaking
Library Maintenance
Awards Commission Review

Operational Problems
Written Directives
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive
Statistics

1. Robbery Questionnaires and Survey (San Jose Police Department, 1973)

2. Survey: Sex Crime Policy (San Jose Police Department, 1974)

3. Civilian Review Board Survey (San Jose Police Department, 1973)

4. Survey: Policewomen (San Jose Police Department, 1974)

5. Survey: Number of Officers Killed or Assaulted (San Jose Police Dept., 1973)

6. Promotional Requirement Survey (San Jose Police Department, 1973)

The survey utilizes data from ten cities in assessing promotional requirements for sergeants.

7. Evaluation of Uniform Footwear (San Jose Police Department, 1973)

SAN FRANCISCO POLICE DEPARTMENT
850 Bryant Street
San Francisco, California 94103

Planning and Research Bureau
Captain George E. Dyer, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	CAPTAIN	CITY	\$2,444 mo.
Fiscal Officer	1	S	LIEUTENANT	CITY	\$2,088 mo.
Office Supervisor	1	S	SERGEANT	CITY	\$1,820 mo.
Graphic Artist	1	S	PATROLMAN	CITY	\$1,568 mo.
Offset Printer	2	S	PATROLMEN	CITY	\$1,568 mo.
EDP & Systems Development	3	S	PATROLMEN	CITY	\$1,568 mo.
General Planners	3	S	PATROLMEN	CITY	\$1,568 mo.
Accountants	3	C		CITY	\$1,133 mo.
Operations Analyst	2	C		CITY	\$1,379 mo.
Management Assistant	1	C		CITY	\$1,303 mo.
Clerk/Steno	3	C		CITY	\$ 866 mo.
Senior Systems & Procedures Analyst	1	C		CITY	\$1,666 mo.

RESPONSIBILITIES

Administrative Problems	Written Directives
Crime Analysis	Department Budget
Graphic Arts	Federal Grant Coordination
Mapmaking	Forms Control
Contingency Plans	Operational Problems

SANTA CLARA POLICE DEPARTMENT
180 West Hedding Street
San Jose, California 95110

Research and Development
Jim Dittman, Director
(1974)

SEATTLE POLICE DEPARTMENT
Arctic Building
Seattle, Washington 98104

Inspectional Services Division
Major D.J. Kelsey, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$1,520 - 1,848 mo.
Administrative Assistant	2	S	OFFICER	CITY	\$1,104 - 1,330 mo.
Administrative Analyst	1	C		CITY	\$1,024 - 1,245 mo.
Stenographer	1	C		CITY	\$675-798 mo.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Crime Analysis	Federal Grant Coordination
Graphic Arts	Staff Support for Chief Executive
Analysis Studies	

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Major	1	S	MAJOR	CITY	\$2,675 mo.
Lieutenant	1	S	LIEUTENANT	CITY	\$2,023 mo.
Sergeant	2	S	SERGEANT	CITY	\$1,645 mo.
Patrolman	5	S	OFFICER	CITY	\$1,431 mo.
Senior Analyst Management Systems	1	C		CITY	\$1,945 mo.
Analyst Management Systems	1	C		CITY	\$1,630 mo.
Analyst Methods Assistant	2	C		CITY	\$1,178 mo.
Administrative Specialist I	1	C		CITY	\$ 980 mo.
Administrative Support Assistant	2	C		CITY	\$ 870 mo.

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Mapmaking
Federal Grant Coordination	Inspections
Forms Control	
Staff Support for Chief Executive	

1. Police Contingency Plan for Work Stoppage (Seattle Police Dept., 1974)

The study surveys the problems involved in providing continued delivery of essential police services. It details the administrative coordination of City operations during a work stoppage. Data includes: Final operating procedure, manpower survey of neighboring police departments, and labor management dispute information.

2. Community Service Officer (Seattle Police Department, 1974)

This bulletin covers CSO duties and restrictions. A CSO provides police officers with service for people in trouble, saves the officer time and frees him to perform his law enforcement responsibilities.

3. Career Development Program (Seattle Police Dept., 1971)

This proposal advocates the creation of new levels of pay and a new police rank to encourage good officers and detectives to remain in line units rather than seek promotion to sergeant and above merely for the increased salary. Additional salary would be earned based upon either (1) degree of skill achieved in a patrol, traffic or detective specialty, or (2) level of college education.

4. Four-Day Work Week (Seattle Police Dept., 1971)

The advantages of adapting the four-day, ten-hour work day plan are discussed.

5. K-9 Corps (Seattle Police Department, 1970)

The scope of this study includes a survey of available data on police K-9 corps, an analysis of data for application to the Seattle Police Department, data from other police agencies on their K-9 units, reports on trips to view K-9 units, a summation report on collected data and recommendations for the Seattle Police Department.

6. Combat Shooting Techniques (Seattle Police Department, 1974)

The shooting techniques outlined in this bulletin are those used by the National Rifle Association in police combat match shooting. The bulletin includes drawings, targets, various shooting courses and correct weapon handling.

7. Bell System to Replace Call Boxes (Seattle Police Dept., 1971)

This study researched a proposed plan for using pay phone booths for landline communications to replace the old call box communication system. Data in this study includes: An evaluation of phone booth locations, correspondence with Bell Telephone, proposal, recommendations, and maps.

8. 911 Emergency Reporting Telephone System (Seattle Police Dept., 1968)

The study includes the following information: A discussion and analysis of the communications center, information from other police departments on their emergency phone answering systems, statistics on calls for service, call handling considerations, 911 implementing

ordinance, report on visits to other cities to study their 911 systems, policy recommendations and statements.

9. Identification Alert System (Seattle Police Dept., 1972)

The system records and retrieves cases involving stolen personal I.D. cards and credit cards, "IDAS" is an investigative tool utilizing the facilities of a larger computer system.

10. False Alarms (Seattle Police Department, 1971)

A large number of false burglary alarms jeopardized efforts to conduct preventive patrol and maintain high readiness to respond to urgent calls for police aid. The alarms also increased the potential for high-speed vehicular accidents. This report recommended passage of city legislation for maximum standards for alarm installation, use, maintenance, and instruction for proper use by alarm sellers, installers, and service companies.

11. Preplanned Deployment Quadrants Plan (Seattle Police Dept., 1971)

A PDQ plan is an aid to police officers in their search for suspects in recently committed major crimes. Personnel from other city departments who are operating radio equipped vehicles will assist the Police Department as observers during a search.

12. Burglary Reduction Program (Seattle Police Department, 1973)

The Seattle Police Department concentrated on target identification and more effective criminal apprehension based on the following factors:

1. Team policing
2. Innovative patrol tactics
3. Burglary forecasting
4. Electronic tracking devices
5. Single fingerprint file

13. Relocation of the Juvenile Division (Seattle P.D., 1975)

A study to determine the feasibility of relocating the Seattle Police Department's Juvenile Division from offices near Police Headquarters to facilities at the King County Youth Services Center.

14. Team Policing Project, (Seattle P.D., 1975)

Six months pilot program to determine practicability of the Team Police concept in the southwest portion of Seattle.

15. Motorcycle Study, (Seattle P.D., 1975)

Cost effectiveness study regarding the use of motorcycles versus automobiles in Traffic Enforcement Operations.

16. Impact of Response Delays on Arrest Rates, (Seattle P.D., 1975)

An analysis of the relationship between both dispatch times and travel times, for crime in progress calls and apprehensions.

17. Analysis of the Patrol-Dispatch Operation, (Seattle P.D., 1975)

An analysis of the patrol-dispatch operation in the Seattle Police Department in terms of the number of patrol car assignments.

18. Unit Tenure Study, (Seattle P.D., 1975)

A report which addresses tenure and lateral transfer in and between various police officer positions.

19. Use of Deadly Force, (Seattle P.D., 1976)

A study on the use of deadly force by law enforcement officers based on survey information from 48 cities.

20. Two-Man Patrol Car Survey of Selected Cities, (Seattle P.D., 1976)

A study analyzing the use of one and two man patrol units.

21. Helicopter Evaluation, (Seattle P.D., 1976)

An analysis of the productivity and cost effectiveness of the Helicopter Unit.

22. Records Development Grant-Final Report, (Seattle P.D., 1976)

A review of actions taken to improve the functioning of the Department's record system based on the concepts of organizational development.

SPRINGFIELD POLICE DEPARTMENT
130 Pearl Street
Springfield, Massachusetts

Planning
James Controvich, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Planner	1	C		FEDERAL	

RESPONSIBILITIES

Operational Problems	Crime Analysis
Federal Grant Coordination	Forms Control
Map Making	

SPRINGFIELD POLICE DEPARTMENT
321 East Chestnut Expressway
Springfield, Missouri 65802

Administrative Information and
Police-Community Relations
Jack Sifford, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		MLEAC	(2/3 time)\$6,000
Director: Community- Relations	1	S		(no designated MLEAC rank)	\$11,232

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Map Making
Staff Support for Chief Executive	Civic Liaison
News Media	

1. Community Attitude Survey (Springfield, Missouri Police Dept, 1974)

The survey includes general questions with regard to citizens impressions of police efficiency.

SUFFOLK COUNTY POLICE DEPARTMENT
Yaphank Avenue
Yaphank, New York 11980

Planning and Research Section
Lieutenant Thomas B. Smith, Commanding Officer
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Police Sergeant	1	S	SERGEANT	LOCAL	\$21,000
Police Officer	4	S	P.O.	LOCAL	\$18,000
Senior Systems Analyst	1	C		LOCAL	\$21,000

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Staff Support for Chief

Operational Problems
Federal Grant Coordination
EDP Systems Development

SYRACUSE POLICE DEPARTMENT
511 South State Street
Syracuse, New York 13202

Planning, Research & Management
Division
Captain John E. Donahue, Director
(1977)

TACOMA POLICE DEPARTMENT
930 S. Tacoma Avenue
Tacoma, Washington 98405

Research, Development and
Budgeting
Charles V. Waid, Director

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$18,465
Sergeant	2	S	SERGEANT	CITY	\$15,487 16,287
Police Officer	1	S	OFFICER	CITY	\$14,287

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Forms Control
Staff Support for Chief Executive

Operational Problems
Written Directives
Crime Analysis
Mapmaking

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		CITY	\$23,200
Investigators	2	S	INVESTIGATORS	CITY	\$18,500

RESPONSIBILITIES

Administrative Problems
Written Directives
Crime Analysis

Department Budget
Federal Grant Coordination
Staff Support for Chief Executive

TOLEDO POLICE DEPARTMENT
525 N. Erie Street
Toledo, Ohio 43624

Planning and Research Unit
Richard A. McAtee, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	S	CAPTAIN	CITY	\$21,879
Police Planner	3	S	PTL.	CITY	\$15,055
Police Planner	1	S	SERGEANT	CITY	\$17,280
Systems Analyst	1	C		CITY	\$19,749

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Department Budget
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief Executive
Contingency Plans	

TOPEKA POLICE DEPARTMENT
204 W. 5th Street
Topeka, Kansas

Research and Planning
Lieutenant Harry Cox, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$1,212 mo.
Detective Sergeant	1	S	DET. SERGEANT	CITY	\$1,161 mo.
Stenographer I	1	C		CITY	\$485-646 mo
Clerk I	1	C		FEDERAL	\$448-595 mo

RESPONSIBILITIES

Operational Problems	Administrative Problems
Crime Analysis	Federal Grant Coordination
Mapmaking	Contingency Plans
Department Budget	Forms Control
Graphic Arts	Staff Support for Chief Executive
Written Directives	

TORRANCE POLICE DEPARTMENT
3131 Torrance Boulevard
Torrance, California 90503

Research and Training Division
Lieutenant Peter Herley,
Commander
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	LIEUTENANT	CITY	\$14.40 h.
Supervisor	1	S	SERGEANT	CITY	\$12.51 hr
Project Officer	1	S	OFFICER	CITY	\$11.05 h.
Intelligence Officer	1	S	OFFICER	CITY	\$11.05 h.
Typist/Clerk	1	C		CITY	\$ 5.21 h.
Senior Typist	2	C		CITY	\$ 5.88 hr
Analysts	2	C		CITY	\$ 7.08 h.
Rangemaster	1	S	OFFICER	CITY	\$11.08 h.

RESPONSIBILITIES

Administrative Problems
Written Directives
Crime Analysis
Intelligence

Contingency Plans
Department Budget
Federal Grant Coordination

TRENTON POLICE DEPARTMENT
Trenton, New Jersey

Planning and Research
Howard Waldron, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Project Director	1	S	CAPT.	FED, STATE, CITY	\$17,815
Planner	1	C		FED, STATE, CITY	\$15,222
Senior Planner	1	C		FED, STATE, CITY	\$12,380
Police Planner	1	S	OFF.	CITY	\$12,719
Secretary	1	C		FED, STATE, CITY	\$ 9,365

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination

Operational Problems
Written Directives
Crime Analysis
Staff Support for Chief Executive

TUCSON POLICE DEPARTMENT
P. O. Box 1071
Tucson, Arizona 85702

Planning/Research Section
George Haertel, Director
(1974)

TULSA POLICE DEPARTMENT
600 Civic Center
Tulsa, Oklahoma 74103

Planning and Research
Captain Nelson E. Lohr, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Coordinator	1	C		CITY	\$1,295 mo.
Supervisor	2	S	SGT.	CITY	\$1,295 mo.
Analyst III	1	C		CITY	\$1,014 mo.
Operational Analyst	2	S	OFF.	CITY	\$1,065 mo.
Orders Officer	1	S	OFF.	CITY	\$1,065 mo.
Grants Coordinator	1	S	OFF.	CITY	\$1,014 mo.
Department Analyst	1	C		CITY	\$834 mo.
Police Illustrator	1	C		CITY	\$876 mo.
Accounts Clerk	1	C		CITY	\$537 mo.
Clerk/Steno	1	C		CITY	\$564 mo.
Youth Worker	1	C		CITY	\$288 mo.

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Department Budget
Federal Grant Coordination
Forms Control
Staff Support for Chief Executive

Operational Problems
Written Directives
Crime Analysis
Graphic Arts
Map Making

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commander	1	S	CAPTAIN	CITY	\$1,638 mo.
Executive Lieutenant	1	S	LIEUTENANT	CITY	\$1,535 mo.
Researchers	4	S	OFFICER	CITY	\$1,023 mo.
Secretary	1	C		LEAA	\$ 660 mo.

RESPONSIBILITIES

Crime Analysis
Contingency Plans
Federal Grant Coordination
Staff Support for Chief Executive

Operational Problems
Forms Control
Graphic Arts
Mapmaking

UPPER DARBY POLICE DEPARTMENT
Upper Darby
Pennsylvania

Planning and Research Division
Joseph A. Charley, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Supervisor	1	S	LIEUTENANT	CITY	\$14,276
Asst. Supervisor	1	S	SERGEANT	CITY	\$13,358

RESPONSIBILITIES

Administrative Problems	Operational Problems
Written Directives	Department Budget
Crime Analysis	Staff Support for Chief Executive

VIRGINIA BEACH POLICE DEPARTMENT
Municipal Center
Virginia Beach, Virginia 23456

Planning & Analysis Unit
Captain D. G. McCloud, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$19,440
Police Analyst	2	C		CITY	\$12,000

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Written Directives
Department Budget	Crime Analysis
Federal Grant Coordination	Forms Control
Mapmaking	Staff Support for Chief

1. Four-Day/40-Hour Work Week (Virginia Beach, Virginia)

This is a staff study detailing the technicalities of the four-day work week.

2. Helicopter Operations Manual (Virginia Beach, Virginia)

This manual depicts the operational functions of the helicopter section of the Virginia Beach Police Division.

WACO POLICE DEPARTMENT
Waco
Texas

Planning and Evaluation
Frank A. Wilson, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Director	1	C		CJC TX	\$1,150 mo.
Assistant Planner	1	S	LIEUTENANT	CJC TX	\$ 955 mo.
Planning Specialist	1	S	PTL.	CJC TX	\$ 815 mo.
Reports Review	1	C		CJC TX	\$ 600 mo.

RESPONSIBILITIES

Operational Problems	Contingency Plans
Written Directives	Crime Analysis
Federal Grant Coordination	Graphic Arts
Forms Control	Mapmaking
Staff Support for Chief Executive	Manpower Analysis

1. Semi-Automated Manpower Analysis (Waco, Texas Police Department)

The project is designed for departments which do not have a dedicated law enforcement computer system but do have access to batch processing services. The end products of this study are as follows:

- 1. Response time determination.
- 2. Beat Equalization
- 3. Establishment of 3 or more types of beats
 - a. Crime and service
 - b. Crime specific
 - c. Traffic
- 4. Data for capital improvements and personnel acquisition

METROPOLITAN POLICE DEPARTMENT
Washington
D. C.

Planning and Development
Charles M. Monroe, Director
(1974)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Adm. & Man. Analysis	12	C & S		FEDERAL	(GS-5) - (GS-11)
Man. Planning & Analysis	16	C & S		FEDERAL	(GS-5) - (GS-13)
Finan. & Prog. Analysis	24	C & S		FEDERAL	(GS-4) - (GS-12)
Programs Analysis	14	C & S		FEDERAL	(GS-5) - (GS-12)
Uniformed Personnel	12	S	OFFICER - DEP. CHIEF	FEDERAL	

RESPONSIBILITIES

Administration and Management	Management Planning and Analysis
Administrative Management	Financial and Program Analysis
Financial Management	Program Analysis

WATERBURY POLICE DEPARTMENT
235 Grand Street
Waterbury, Connecticut 06702

Planning and Research
Lieutenant Dennis Antonacci,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Lieutenant	1	S	LIEUTENANT	CITY	\$16,600
Clerk/Typist	1	C		CITY	\$ 6,800
Patrolman	1	S	POLICE OFFICER	CITY	\$13,520

RESPONSIBILITIES

Graphic Arts
Federal Grant Coordination
Staff Support for Chief Executive

Contingency Plans
Mapmaking
Forms Control

WICHITA POLICE DEPARTMENT
455 N. Main Street
Wichita, Kansas 67202

Planning and Research Section
Captain Richard L. Cole, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain	1	S	CAPTAIN	CITY	\$18,421
Crime Analyst	1	C		LEAA	\$15,246
Police Officer	1	S	P.O.	CITY	\$10,438
Management Trainee	1	C		CITY	\$10,849

RESPONSIBILITIES

Administrative Problems
Contingency Plans
Crime Analysis
Forms Control
Mapmaking

Department Budget
Written Directives
Federal Grant Coordination
Staff Support for Chief Executive

WINSTON-SALEM POLICE DEPARTMENT
100 N. Main Street
Winston-Salem, North Carolina 27102

Planning and Research Unit
Captain J.C. Bolt, Director
(1977)

WORCESTER POLICE DEPARTMENT
3 Waldo Street
Worcester, Massachusetts 01608

Planning Unit
Robert Sullivan, Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Captain-Director	1	S	CAPTAIN	CITY	\$24,000
Patrolman	2	S	PTL.	CITY	\$13,500
Secretary	1	C		CETA I	\$ 8,300

RESPONSIBILITIES

Administrative Problems	Contingency Plans
Operational Problems	Written Directives
Crime Analysis	Graphic Arts
Forms Control	Mapmaking

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Planner	1	C		CITY	
Operations Analyst	1	C		FEDERAL GRANT	

RESPONSIBILITIES

Administrative Problems	Operational Problems
Department Budget	Crime Analysis
Federal Grant Coordination	Mapmaking
Forms Control	Contingency Plans
Data Processing	

YONKERS POLICE DEPARTMENT
10 St. Casimir Avenue
Yonkers, New York 10701

Planning and Development Division
Lieutenant Albert R. McEvoy,
Director
(1977)

<u>POSITION</u>	<u>NUMBER</u>	<u>SWORN OR CIVILIAN</u>	<u>RANK, IF SWORN</u>	<u>FUNDING SOURCE</u>	<u>SALARY</u>
Commanding Officer	1	S	LIEUTENANT	CITY	\$20,642
Reprod. System Operator	1	C		CITY	\$12,000
Crime Analyst	1	S	P.O.	CITY	\$14,850
Print Shop Supervisor	1	S	P.O.	CITY	\$14,850

RESPONSIBILITIES

Administrative Problems	Operational Problems
Contingency Plans	Department Budget
Crime Analysis	Federal Grant Coordination
Graphic Arts	Forms Control
Mapmaking	Staff Support for Chief Executive
Written Directives	Print Shop

1. Organizational Study (Yonkers, New York Police Department, 1971)

A complex professional study of the Yonkers Police Department's organization and recommendations for improvement to enhance operational efficiency.

2. Management Reporting Analysis (Yonkers, New York Police Department, 1973)

A blueprint design for a management reporting and information system. The study identifies existing areas within the system and offers recommendations for improvements to create the most viable system for management advantage.

3. In-House Ambulance Service (Yonkers, New York Police Department, 1977)

We are currently working on a plan to make personnel and equipment changes to assume the duties now conducted by both private and volunteer ambulance corp.'s. If the survey does not prove this plan to be feasible, we will continue with the present system.

4. On-Going Projects

- a. new communications system
- b. anti-crime
- c. neighborhood police teams
- d. crime prevention
- e. civilianization.

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