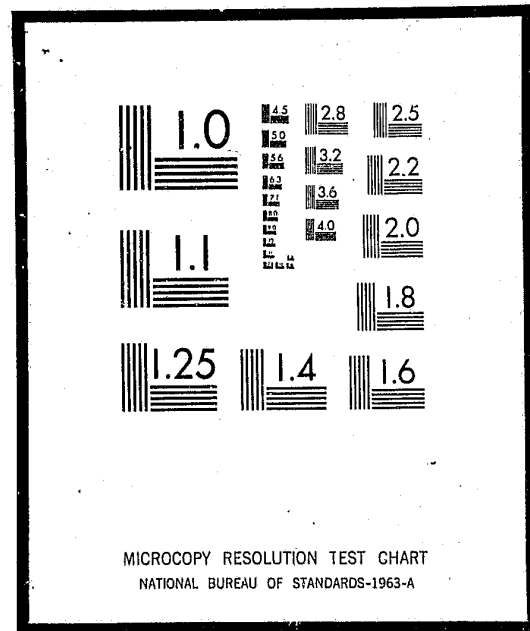


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**U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531**

Date filmed 6/9/76

R-76-102

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Suffolk County, New York, Management Analysis

REPORT NUMBER: 75-83

FOR: Suffolk County, New York, Sheriff's Office
 Suffolk County Population: 1,300,000
 Sheriff's Office Personnel (Sworn): 359
 Total: 403
 Suffolk County Area: 922 square miles

CONTRACTOR: Westinghouse Justice Institute

CONSULTANT: Larry R. Walton

CONTRACT NUMBER: J-LEAA-003-76

DATE: January 23, 1976

Foreword

This request for Technical Assistance was made by the Sheriff's Office of Suffolk County, New York. The requested assistance was concerned with providing advice and guidance in identifying serious management problems in the Sheriff's Office, which should be the subject of an in-depth management study.

Requesting Agency: Suffolk County, New York,
Sheriff's Department,
Sheriff Phillip Corso

State Planning Agency: New York State Division
of Criminal Justice Services,
Mr. Samuel Shaw, New York
City Metropolitan Area Team
Leader

LEAA Region II: Mr. Rene Cassagne, Police Specialist

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1. INTRODUCTION

Suffolk County, New York, contains a population of approximately 1,300,000 and covers an area of 922 square miles at the east end of Long Island. While the Sheriff's Office has complete criminal and civil jurisdiction, criminal operations are carried out primarily by the Suffolk County Police Department, which operates in the five western townships, and by individual city police agencies in the cities in the five eastern townships. Although the Suffolk County Police Department has jurisdiction of criminal matters countywide, operations are confined to the five western townships unless otherwise requested. The Sheriff's Office and the County Jail are located at Riverhead, the county seat, but most courts are located at Hauppauge, approximately 30 miles west of Riverhead. The Honor Farm is located at Yaphank, approximately 17 miles west of Riverhead.

County government is implemented through a Chief Administrative Officer and an 18-man legislative body. The Under Sheriff is appointed by the Sheriff; all other Sheriff's Office positions are civil service. The County Court conducts trials in felony cases, the District Court conducts misdemeanor trials and pretrial felony hearings, and the Family Court has jurisdiction of family-related civil matters.

The primary functions of the Sheriff's Office include: Operation of the County Jail, with a capacity of 450 inmates; detention of persons accused of crimes awaiting court action; execution of various court orders; maintenance of detention facilities at the Hauppauge District Court; transportation of prisoners to and from the courts and County Jail; operation of a minimum security Honor Farm for misdemeanor prisoners; maintenance of a Criminal Identification Bureau and a 24-hour Communications Center; and service as enforcement officer of the County civil courts for all decrees, mandates, and orders of the courts. Personnel of the Sheriff's Office total 403. The 1975 budget totaled \$6,152,660.

Analyses conducted were based on interviews with operating personnel, observations of operating procedures, review of work documents used by the Sheriff's Office, and examination of statistical reports and digests.

Persons interviewed included the following:

- Mr. Joe Teletnik, Suffolk County Criminal Justice Coordinating Council.
- Sheriff Phillip Corso, Suffolk County Sheriff's Office.
- Under Sheriff William McGuire.

- Chief Deputy Joseph Wowak.
- Deputy Warden Stanley J. Regula.
- Captain Donald Ashmore.
- Lieutenant Fred Lang.
- Lieutenant Edwin F. Pils.
- Lieutenant Eugene Wherlie.
- Lieutenant Herbert Johnson.
- Lieutenant Cannatella.
- Lieutenant W. H. Shaw.
- Sergeant Peter Amato.
- Sergeant Joe Brady.
- Sergeant T. D. Ombroski.
- Mr. Tom Erwin, Chief Radio Operator.
- Mr. Jack Caputo, Senior Accountant.
- Ms. Dorthy Muller, Senior Account Clerk.
- Mr. Nick Ramos, Criminal Identification Technician.
- Mr. Joseph D'Alessio, Cooperative Extension Agent.

Data collected and reviewed by the consultant included the following:

- Suffolk County Sheriff's Office Table of Organization.
- Suffolk County Sheriff's Office Personnel Tables and Salary Schedule.
- Suffolk County Criminal Justice Coordinating Council Annual Report.

- Sheriff's Office Unit Workload Factors, 1973 and 1974.
- Sheriff's Office Personnel Deployment.
- Sheriff's Office Forms and Report Blanks.

2. UNDERSTANDING OF THE PROBLEM

As population and related demands for police and civil assistance have steadily grown in recent years, the Suffolk County Sheriff's Office has tried to meet the development of community needs. As is usually the case, however, growth of the Sheriff's Office to meet increasing demands for service has not been orderly, and, at times, it has been inappropriate.

Recognizing the need for an overall review of his operations, the Sheriff is actively planning an in-depth study of the Sheriff's Office in the near future. Rather than move too swiftly into a survey of the magnitude contemplated, however, the Sheriff has requested through the Technical Assistance Program that a preliminary study be made for the purpose of identifying areas of major concern.

It should be stressed that this project has as its purpose the recognition and identification of major problem areas, not the development of solutions or answers to those problems.

Prior to the completion of this written report, a meeting was held with the Sheriff, the Under Sheriff, and the Chief Deputy, at which time an oral report covering the facts contained herein was made.

3. ANALYSIS AND DISCUSSION OF PROBLEM AREAS

Time and study-scope limitations make it impractical to outline all phases of the operation of the Suffolk County Sheriff's Office. Instead, major functional areas have been identified that are believed to reveal possibilities for significant operational improvement following in-depth review. To assist in properly associating the various organizational units, a general description of the Sheriff's Office would be appropriate.

3.1 Organization and Functions

Organization of the Sheriff's Office is portrayed in Figure 3-1. Under the Sheriff and the Under Sheriff, functions are divided into two major categories -- Correction, and other responsibilities loosely defined as "Field Responsibilities". Positions by rank and salary are outlined in Table 3-1.

3.1.1 Correction

The Correction "Bureau" is commanded by a Warden and a Deputy Warden. The major unit of this bureau is the County Jail, commanded by a captain and staffed by 6 lieutenants, 24 sergeants, 135 correction officers, 1 head cook, 7 cooks, and 1 baker. These personnel also staff the Rehabilitation Unit and the Correction Officer Training Unit. One lieutenant serves as the Jail Security Officer, with responsibility for planning and coordinating security aspects of the Jail process. The Jail capacity is 450, with an average population of approximately 380. Fines and bail monies received total approximately \$750,000 annually. All Jail records pertaining to inmates are maintained by Jail personnel except prisoner photographs, which are made and kept by personnel assigned to the Criminal Identification Bureau. Records maintenance is performed by two sergeants and five correction officers. Prisoners are held for a maximum of 1-year sentences. Prisoners incarcerated during 1974 totaled 5,860 men and 326 women.

The Correction Officer Training Unit is presently unstaffed. The Rehabilitation Unit is staffed by one lieutenant, one sergeant, and five correction officers. Activities of the Unit are well developed, and include counseling, educational, remedial reading, and recreation activities.

Other major components of the Correction "Bureau" are the minimum security Honor Farm and the District Court Detention Facility. During 1974, 346 inmates were confined at the Honor Farm where the average population at any one time is between 50 and 60. An occupational learning facility is operated at the Honor Farm in conjunction with the Cooperative Extension Service of Cornell University. Honor Farm personnel consist of a captain, 5 lieutenants, 3 sergeants, 23 correction officers, a vocational counselor, and a community liaison counselor.

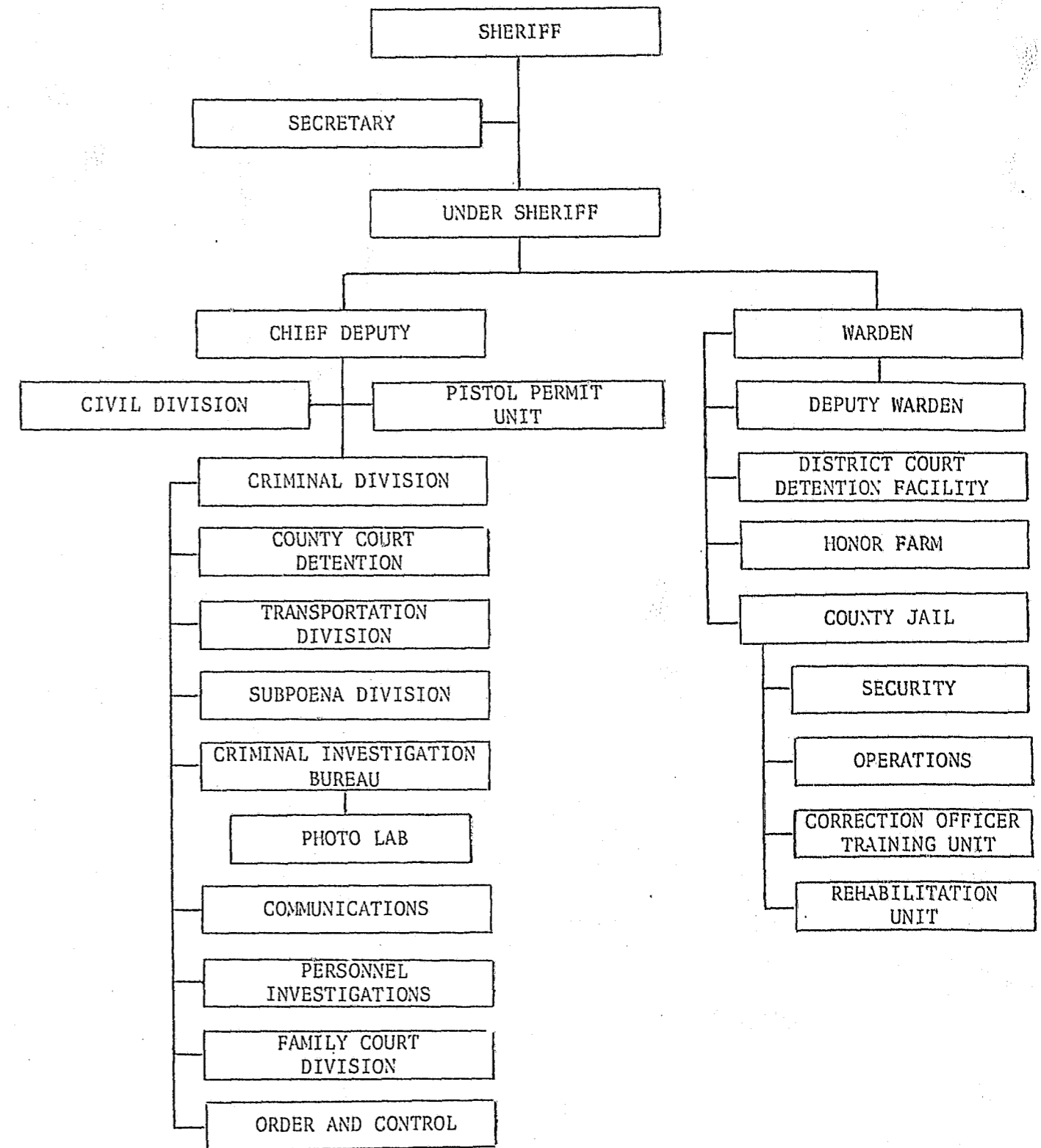


Figure 3-1. Suffolk County, New York, Sheriff's Office Organization Chart

TABLE 3-1

Suffolk County Sheriff's Office Positions and Salary Scale

<u>Position</u>	<u>Number</u>	<u>Annual Salary</u>
Sheriff	1	\$ 39,000.
Under Sheriff	1	20,019. - 30,615.
Chief Deputy Sheriff	1	18,296. - 27,953.
Warden	1	17,513. - 26,726.
Deputy Warden	1	16,704. - 25,552.
Deputy Sheriff IV (Captain)	2	14,486. - 22,342.
Senior Accountant	1	14,486. - 22,342.
Correction Officer IV (Captain)	2	12,502. - 20,436.
Deputy Sheriff III (Lieutenant)	7	12,502. - 20,436.
Correction Officer III (Lieutenant)	12	10,858. - 16,991.
Deputy Sheriff II (Sergeant)	7	10,858. - 16,991.
Correction Officer II (Sergeant)	27	9,396. - 14,694.
Deputy Sheriff I	119	8,978. - 13,990.
Correction Officer I	175	8,195. - 12,632.
Senior Criminal Identification Technician	1	10,858 - 16,991.
Head Cook	1	10,858. - 16,991.
Criminal Identification Technician	2	9,396. - 14,694.
Secretary	1	9,396. - 14,694.
Automotive Mechanic	2	8,561. - 13,233.
Cook	7	8,561. - 13,233.
Baker	1	8,561. - 13,233.
Senior Account Clerk	2	8,195. - 13,632.
Radio Operator	4	8,195. - 12,632.
Account Clerk	4	6,890. - 10,649.
Senior Stenographer	1	6,890. - 10,649.
Bookkeeping Machine Operator	4	6,081. - 9,292.
Switchboard Operator	1	6,081. - 9,292.
Clerk Typist	11	5,820. - 8,926.
Vocational Counselor	1	LEAA Grant
Community Liaison Counselor	1	LEAA Grant
Senior Clerk Typist	2	6,890. - 10,649.

The District Court Detention Facility is staffed by 1 lieutenant, 1 sergeant, 14 deputies, and 7 correction officers. Basic responsibilities are to receive, detain, and escort misdemeanor and felony suspects to various courts in the Court Building at Hauppauge for the purposes of or pretrial hearings. During 1974, almost 15,000 arrestees were received by the District Court Detention Facility. Prisoners not released during a particular day must be transported to the Jail at Riverhead and returned on the next court day, a round trip of approximately 60 miles.

3.1.2 Field Responsibilities

As shown in Figure 3-1, major functions grouped under the headings of "Field Responsibilities" are the Pistol Permit Unit, the Civil Division, and the Criminal Division. These units are under the command of a Chief Deputy.

3.1.2.1 Pistol Permit Unit

The Pistol Permit Unit is staffed by one lieutenant and one clerk typist. The Unit is responsible for processing applications for pistol licenses, gun dealers and gunsmiths, permits to purchase firearms, and the like. When a field investigation is necessary, such cases are the responsibility of the Personnel Investigation Unit of the Criminal Division. Inasmuch as firearms licensing is handled in the five western towns by the Suffolk County Police Department and in the eastern towns by the concerned town's chief of police, field work only consists of followup on work performed by these chiefs of police when it is believed that the initial investigation was not complete. During 1974, the Pistol Permit Unit processed 77 new pistol license applications, renewed 470, cancelled 68, and approved purchases in 85 cases.

3.1.2.2 Civil Division

The Civil Division is staffed by one captain, one lieutenant, two sergeants, five deputies, one senior account clerk, three account clerks, one senior clerk typist, four bookkeeping machine operators, and six clerk typists. The Division is responsible for processing all civil actions and accounting for bails, fines, and other monies for the Correction Bureau. Almost 17,000 civil actions were processed through this Division during 1974. Cash receipts totaled over \$5,000,000, with the County receiving revenue in the amount of \$508,000. Indications are that the number of processes, receipts and amount of revenue will all increase in 1975. Actual field service of civil papers is performed by the County Court Detention Unit of the Criminal Division.

Office equipment used by the Civil Division consists of bookkeeping entry machines, typewriters, open tub storage, and standard file cabinet storage. Use of computer storage and processing equipment does not

appear to be well developed. All activities are concentrated on the Day Watch.

3.1.2.3 Criminal Division

The Criminal Division is commanded by a captain and is divided into the following functions: County Court Detention, Transportation, Subpoena Division, Criminal Identification Bureau, Communications, Personnel Investigation Bureau, Communications, Personnel Investigation Unit, Family Court Division, and Orders and Control.

3.1.2.3.1 County Court Detention

The County Court Detention Unit is staffed by 2 lieutenants, 3 sergeants, and 72 deputies. This Unit is responsible for the following activities:

- Transportation of all prisoners to the courts, hospitals, prison, and other State institutions.
- Court security (five deputies daily).
- Hospital Jail security (three deputies daily).
- Security for "airing" prisoners (two deputies 6 days per week).
- Grand Jury parking area guard (one deputy 2 hours per day).
- Security for Jail church services (two deputies three times per week).
- Service of warrants arising from traffic citations issued by the Sheriff's deputies.
- Execution of civil processes throughout the County after completion of above assignments.

In addition to supervision of the above activities, the senior lieutenant is responsible for coordinating training, maintaining personnel records, and timekeeping for all deputies in the Sheriff's Office. The training function receives scant attention; some deputies with 3 years' experience still have not received their basic training.

3.1.2.3.2 Transportation Division

The Transportation Division is responsible for maintaining all vehicles operated by Sheriff's Office personnel. The staff consists of two mechanics.

3.1.2.3.3 Subpoena Division

The Subpoena Division is staffed by one lieutenant and seven deputies. This Division is responsible for service of subpoenas and summonses over all of Long Island. Criminal and Traffic warrant service is limited to assistance to the County Court Detention Unit when the warrant workload grows excessive. During 1974, the Division served 15,765 subpoenas.

3.1.2.3.4 Criminal Identification Bureau

The Criminal Identification Bureau is staffed by one senior criminal identification technician and two criminal identification technicians. Responsibilities include the following:

- Photographs and fingerprints County Jail inmates (each morning).
- Maintains palmprint, "mug," fingerprint, and Jail inmate photograph files.
- Maintains files devoted to arrest records (including all Sheriff's Office arrest reports), wanted persons, "rap sheets," and the like, but not including detention records of current Jail inmates.
- Records checks for other agencies by telephone or mail. (If field work is necessary, a records check is handled by the Personnel Investigation Unit.)
- Performs photography for the entire Sheriff's Office.
- Performs fingerprinting services for other agencies.

During 1974, the unit processed over 10,000 sets of fingerprints and 15,000 photographs, and answered 6,500 requests for criminal record information.

3.1.2.3.5 Communications

This unit is staffed by six deputies and four radio operators to provide 24-hour operation. All radio broadcasting is confined to a single channel. At times, up to 100 mobile units are being monitored on this low-band channel. In addition to routine dispatching services, this unit performs the following functions:

- Maintains a criminal warrant file for use of personnel assigned to the Personnel Investigations Unit.
- Monitors and/or broadcasts for other county police agencies, as necessary.
- Monitors three burglar alarms, together with a firm alarm at Yaphank.
- Serves as relief during weekday Day Watch for the switchboard operator (through a phone reception switching device).
- Operates the Sheriff's Office switchboard on weekends and from 5:00 p.m. to 8:00 a.m., Monday through Friday
- Dials, monitors, and logs County Jail inmate telephone calls.
- Performs computer warrant checks for the Family Court.
- Performs computer "delinquent summonses" searches for the courts.
- Performs computer searches for persons involved in nonsupport matters for the State Social Service Department. At present, these total 500 to 600 searches per month. The number will be increased shortly to approximately 3,000 per month.

During 1974, the unit made 394,000 radio transmissions, processed 12,000 inmate telephone calls, and provided information on 68,000 requests for motor vehicles registration information.

3.1.2.3.6 Personnel Investigation Unit

This unit is staffed by a sergeant and three deputies. The primary Unit function involves background investigations of applicants for the Sheriff's Office, but the Unit performs other functions, including:

- Investigation of personnel complaints.
- Field work associated with records checks for other agencies.

- Criminal warrant service.
- Internal procedural inspections (planning).
- Field work associated with pistol permit investigations.
- Civil defense planning.
- Investigation of Jail escapes.
- Plainclothes escorts of prisoners.

3.1.2.3.7 Family Court Division

The Family Court Division is staffed by 1 sergeant, 12 deputies, and 1 clerk typist. Personnel of this Division perform their duties at Hauppauge, 30 miles from the Sheriff's administrative offices. Primary duties include personal service of civil summonses and subpoenas, execution of warrants of arrest and commitment orders, transportation of juveniles to youth treatment centers throughout New York, and transfer of adults, on court order, to various hospitals.

Operational records are maintained at the court site rather than in Riverhead. During 1974, 1,964 warrants were executed and 2,334 subpoenas were served.

3.1.2.3.8 Order and Control Unit

The Order and Control Unit is staffed by a senior accountant, a senior account clerk, and two clerk typists. Primary responsibilities include payroll preparation and associated recordkeeping; budget preparation; control and audit; requisition and purchase order processing; and forms supply officer. Requisitions and purchase orders are approved by the Chief Deputy, Under Sheriff, or Sheriff.

The Chief Deputy serves as the Budget Officer. A line-item form of budget is used. Each functional entity prepares budget requests annually on the Sheriff's Office letterhead, addressed to the Sheriff. No standard form is prescribed, but all present and new positions requested must be justified. Justification in other cases may or may not be necessary. After approval by the Sheriff, unit requests (which are not packaged by programs) are forwarded to the Order and Control Unit for processing. Little assistance is provided by the County Budget Officer.

In addition to supervising the Unit, the senior accountant has the general (although not specifically assigned) task of overseeing all Sheriff's Office accounting procedures including Jail, Civil Division, Honor Farm, etc.

3.2 Major Problem Areas for In-Depth Study

Major problems identified that appear to be significant in terms of need for close scrutiny are discussed in the following paragraphs.

3.2.1 Organization

The existing "Field Activities" organization does not appear to take advantage of the concept of assigning similar tasks to a single unit. In addition, the Criminal Division appears to be seriously overburdened with a variety of assigned tasks and the inability of leaders to provide effective supervision. The Criminal Division is assigned tasks associated with the various courts, such as transportation of prisoners, service of subpoenas and warrants; "housekeeping" tasks, such as communications, records maintenance, and budgetary activities; and such responsibilities as personnel investigations and planning. This diversity of responsibilities creates problems of supervision and make administration unwieldy. (Eight "officers-in-charge" report directly to the Captain of the Criminal Division). It would seem more feasible to divide these tasks on the basis of function and/or clientele to create a Criminal Division, possibly a Court Division, and an Administrative Division. Direct supervision of the Court Division would be given to an additional captain, and supervision of the Administrative Division given directly to the Under Sheriff or a third captain.

Within the Criminal Division, several assigned activities would be more appropriately assigned to correction personnel. These include guards at church services, County Hospital guards, daily "airing" of prisoners, transportation of prisoners, photographing and fingerprinting of prisoners, and partial staffing of the District Court Detention Facility.

Just as the Criminal Division is overburdened with dissimilar responsibilities, so is the Personnel Investigation Unit. Tasks ranging from planning to personnel investigations, from civil defense to investigating and countering escapes, are simply too broad to allow for effective operations. Various persons and units hold a measure of responsibility for planning, but there is no one central authority for purposes of coordination, control, and direction.

The Communications Unit appears to be understaffed and underequipped (with only one radio channel), particularly in light of the volume of records-oriented work performed. Providing a computer terminal and re-assigning records checking work to the Criminal Identification Bureau would allow each unit to devote more effort to its specialties.

In quite the opposite fashion, responsibilities of the Subpoena Squad appear to be unduly restricted. Since the techniques of locating people for document service are basically the same regardless of the type of

document, it would seem appropriate to integrate the Subpoena Squad with other units involved in serving warrants and civil processes.

One of the units reporting directly to the Chief Deputy is the Pistol Permit Unit. Regarding the nature of tasks performed, this creates an unnecessary demand on the Chief Deputy. This task would be better located within the Criminal Identification Bureau.

Another area where responsibility is fragmented involves recordkeeping. The Criminal Identification Bureau keeps most records, but not Jail records, except inmate photographs. Correctional personnel maintain Jail records separately. The Family Court Division also maintains separate records. It is very likely that these various recordkeeping activities could operate more efficiently as a centralized unit.

Based on the above observations, it is recommended that high priority be given to an in-depth study for review of the Sheriff's Office overall organization, for possible reallocation of functions (and manpower necessary to perform those functions), and for determining manpower requirements to efficiently staff correctional and field functions. The study of manpower requirements should not be limited to the specific cases cited above but should include all phases of the Sheriff's Office. Measurement of workloads would be a vital factor in this manpower study.

3.2.2 Training

The training function has been largely overlooked or ignored. Such training as exists is compartmentalized (the Correction Bureau has an unstaffed training unit, Field Activities does not), or else suffers from a lack of direction and/or attention. It is, therefore, recommended that an in-depth study include establishment of an overall training unit and development of a well-rounded, aggressive ongoing training program for all personnel. Such a program should include basic, refresher, advanced, roll-call, and specialized training appropriate for all ranks.

3.2.3 Civil Division

When the size (personnel) of the Civil Division, the volume of civil processes, and the monies involved are considered, it does not appear that sufficient use is being made of electronic data processing equipment and computerized information storage systems. It is recommended that attention be directed to greater computerization of the Civil Division recordkeeping activities in the in-depth study. The feasibility of establishing a second shift should also be explored.

3.2.4 Internal Barriers

Presently, a definite barrier exists in the Sheriff's Office between deputies and correction officers. To some extent, duties and responsibilities are the cause, but rank designations and salary schedule differences are the primary factor. A separate correction officer training unit further strengthens the barrier. Division of personnel into two distinct and separate organizations with separate pay scales for similar tasks (particularly at supervisory and command levels) drastically reduces the Sheriff's ability to assign personnel as the work situation best dictates. This also tends to create problems of communication, control, and morale. It is, therefore, recommended that the in-depth study specifically address the feasibility of adjusting salary scales to comparable levels, the development of a single testing procedure for entry and promotion of deputies and correction officers, and the advantages of lateral transfer from one phase of operations to the other.

3.2.5 Inmate Transportation

The necessity of transporting prisoners daily from the County Jail to the courts at Hauppauge (a 60-mile round trip) creates a major burden on the Sheriff's Office in terms of personnel and equipment. It is recommended that this major expenditure be analyzed for the purpose of developing less expensive alternatives and/or systems. The feasibility of televised (closed-circuit) pretrial hearings and overnight housing of prisoners at Hauppauge should be specifically explored. Possible duplication of transportation services among units should also be reviewed.

3.2.6 Budget

Budget processes do not appear to be appropriately developed for an organization of the size of the Sheriff's Office. The development of a system providing for submission of package requests, better jurisdiction of requests, and the institution of performance-budgeting or management-by-objectives (MBO) concepts would be desirable.

3.2.7 Accounting Function

There are clear indications that the hiring and positioning of a senior accountant at the head of a functioning unit (Orders and Control) without adequately and clearly defining his position of authority to his subordinates has created a difficult working relationship within that unit. An in-depth study should develop an appropriate solution. The feasibility of giving the senior accountant more departmentwide responsibility as an auditing officer and of allowing the Orders and Control Unit to operate as a separate unit under his general supervision only should be examined.

3.2.8 Nomenclature

The most revealing aspect of uneven growth in the Sheriff's Office is the variety of titles given to functional units having the same general task performance level. The two major units are not even officially designated as bureaus, sections, divisions or some such title. Within the Correction (Bureau?) there is a "Facility" a "Jail" and a "Farm," all at what could be appropriately termed a "division" level. The other major task area, designated herein as "Field Services" by the Consultant, is also unidentified as to bureau, section, etc. Major entities of the "Field Services" function are two divisions (Criminal and Civil) and a unit. Within the Criminal Division, there are three "divisions" of lesser stature, a "bureau," and four major untitled units. It is recognized that an outsider is more confused in these circumstances than a member of the Sheriff's Office, but only to a degree. It is recommended that the in-depth study examine this situation with the intent of developing a ladder of command (such as unit, section or shift, division, bureau, and so forth) for purpose of standardization.

4. RECOMMENDATIONS

Recommendations pertaining to problem areas discussed in the preceding section are outlined below:

- Recommendation 1 -- An intensive review of the overall organization of the Sheriff's Office should be made. The working relationship of operational units should be given particular attention.
- Recommendation 2 -- The workloads of operational units should be measured and a determination made of the efficient manpower requirements of each position.
- Recommendation 3 -- The appropriateness of reallocating positions should be studied, with emphasis on grouping kindred tasks under a common command. The necessity of establishing workable spans of control for command personnel should be considered.
- Recommendation 4 -- Establishment of a single training unit with responsibility for developing, coordinating, and scheduling training for all Sheriff's Office personnel should be examined. Training programs should be developed for all ranks and positions.
- Recommendation 5 -- Implementation procedures should be developed to bring about a realignment and equalization of comparable positions in the Correction and "Field Services" units. The net result should be the creation of a single class of employees at each rank, receiving the same salary, with flexibility of assignment between the two major units at the Sheriff's discretion.
- Recommendation 6 -- Operational procedures tending to separate the Sheriff's Office into two separate entities should be identified and eliminated as much as possible.
- Recommendation 7 -- Budget procedures should be upgraded through development of suitable

standardized budget request forms, formalized channels for evaluation and approval, and adoption of performance-budgeting or management-by-objectives concept.

- Recommendation 8 -- The position of Senior Accountant should be examined, together with the authority and responsibility appropriate to the position. Attention should be directed to clarifying working relationships in the Order and Control Unit, as well as possible formal expansion of the duties ascribed to the position of senior accountant to secure maximum productivity from this position.
- Recommendation 9 -- Nomenclature of operational units should be clarified, standardized, and formalized.
- Recommendation 10 -- Analysis should be made of the functions of the Civil Division with the intent of increasing computerization and machine processing.
- Recommendation 11 -- An examination should be made of possible alternatives to present prisoner transporting, with the intent of reducing time involved, miles traveled, and man-hours devoted to this activity.

END