Police Consolidation

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POLICE CONSOLIDATION

A Selected Bibliography

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INTRODUCTION

Proposition 13 and similar taxpayer initiatives have inspired a period of self-examination and fiscal retrenchment for local governments nationwide. For the police—as for all other agencies—the message is clear: improve agency effectiveness and curtail rising operational costs. Faced with escalating building and equipment costs, rising salaries, and increasing dependence on high technology computers, crime laboratory services, and specialized enforcement units to combat today's sophisticated criminals, police departments are searching for ways to make their operations more cost effective. As they strive to meet mandated and suggested standards in times of fiscal restraint, police executives in smaller agencies frequently examine the feasibility of consolidating some or all of their department's functions with those of other agencies.

A decade ago, consolidation of several small police and sheriff's departments into one large law enforcement agency seemed—to some—the most promising answer to rising costs. Proponents claimed that consolidated agencies would eliminate duplication of effort and facilities and reduce equipment expenditures while increasing personnel specialization and, by implication, personnel effectiveness. At the same time, opponents of centralization cited studies of large municipal agencies, noting that these surveys showed citizen satisfaction increased when police service was provided on a more local, personal level. Today there is a discernable trend toward functional consolidation rather than total merger of police services. This type of consolidation provides greater local discretion, while offering opportunities for sharing costs with neighboring departments. A thorough consideration of the many approaches to consolidation is presented in the recently published Program Model, Small Police Agency Consolidation: Suggested Approaches (see entry no. 7).

Police departments have developed a variety of interagency arrangements for merging some but not all of their resources. These arrangements may be informal, day-to-day cooperation among departments, formal contracts stipulating mutual aid, or routine service agreements among several jurisdictions. One of the most common approaches is to consolidate or regionalize specific police functions such as communications and automated information and records systems with multi-agency access to computer-aided dispatching. Police planning, recruit selection and training, and personnel and performance standards also lend themselves to regional cooperation. And in many areas police have formed special multi-agency investigative or enforcement units to apprehend criminals operating in a broad geographic area.

Which approach is most cost effective and best accepted by the local community? This question remains unanswered for several reasons, one of which is the diversity of communities and police departments. Also, evaluations of consolidated projects are hampered by inadequate empirical data, lack of agreement on measures of police effectiveness, and an inability to account for the changing nature of communities and their expectations of police services. At best, consolidation evaluations explain what seems to be working or failing and why.

This bibliography has been compiled to provide police management with insight into the advantages and disadvantages of the various approaches to consolidation.

All the documents cited in this bibliography have been selected from the data base of the National Criminal Justice Reference Service. The citations are presented in the following sections:

Overview. Background information and an introduction to the issues involved in consolidation.

Total Consolidation. Program and evaluation reports of consolidated law enforcement services.

Functional Consolidation

Computerized Information Systems. Descriptions of automated dispatching and record systems.

Physical Facilities. Information about planning for facilities used in consolidated programs.

Personnel and Training. Reports of training program, career development, and retirement systems that have been consolidated.
Special Units. Regional approaches to special investigations and law enforcement units.

Crime Laboratories. Consolidated forensic laboratories.

Alternatives to Consolidation

Contract Services. Case studies, guidelines, and evaluations of this approach to law enforcement.

Mutual Aid. Guidelines, analyses, and descriptions of regional mutual aid arrangements.

Other Approaches. Formal and informal interagency arrangements for pooling resources.

Appendix. Technical Assistance Reports on Consolidation Feasibility.

Information on how to obtain the documents cited may be found on the following page.
ACKNOWLEDGMENT

My sincere thanks to Charles M. Girard, International Training Research and Evaluation Council (ITREC); Terry Koepsell, Koepsell Associates; and Shirley Melnicoe, National Institute of Justice, for their suggestions, support, and patience in helping to produce this bibliography.
HOW TO OBTAIN THESE DOCUMENTS

The documents in this bibliography are part of the National Criminal Justice Reference Service (NCJRS) collection and are available to the public in the NCJRS Reading Room on weekdays between 9 a.m. and 5 p.m. The NCJRS Reading Room is located in Suite 211, 1015 20th Street, NW., Washington, DC.

For researchers who prefer to obtain personal copies, a sales source is identified whenever possible. For periodical literature, there are several potential sources of reprints: Original Article Tear Sheet Service (Institute for Scientific Information, 325 Chestnut Street, Philadelphia, PA 19106) and University Microfilms International (Article Reprint Department, 300 North Zeeb Road, Ann Arbor, MI 48106). Document availability changes over time and NCJRS cannot guarantee continued availability from publishers and distributors.

In addition to the following frequently cited sources, many of the documents may be found in public and organizational libraries.

Documents From GPO

The letters "GPO" after a citation indicate that copies may be purchased from the Government Printing Office. Inquiries about availability and cost should include stock number and title and be addressed to:

Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20402

Documents From NTIS

The letters "NTIS" after a citation indicate that copies may be purchased from the National Technical Information Service. Inquiries about availability and cost should include publication number and title and be addressed to:

National Technical Information Service
5285 Port Royal Road
Springfield, VA 22161

Microfiche From NCJRS

The designation "NCJRS Microfiche Program" indicates that a free microfiche copy of the document is available from NCJRS. Microfiche is a 4 x 6-inch sheet of film that contains the reduced images of up to 98 pages of text. Because the image is reduced 24 times, a microfiche reader (available at most public and academic libraries) is essential to read microfiche documents. Requests for microfiche should include the title and NCJ number and be addressed to:

NCJRS Microfiche Program
Box 6000
Rockville, MD 20850

Loan Documents From NCJRS

Most of these documents may be borrowed from the National Criminal Justice Reference Service on interlibrary loan. Documents are not loaned directly to individuals. To borrow documents from NCJRS, specify the title and NCJ number and ask your librarian to submit a standard interlibrary loan form to:

NCJRS Document Loan Program
Box 6000
Rockville, MD 20850
POLICE CONSOLIDATION
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1. CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING, DEPARTMENT OF JUSTICE, 7100 BOWLING DRIVE, SUITE 250, SACRAMENTO CA 95814. JURISDICTIONAL CONSOLIDATION OF POLICE SERVICE—LEGAL ASPECTS. 52 p. 1976. NCJ-38351

Based on a 1973 study of police consolidation, this report provides information concerning the problems and legal aspects associated with three major types of police consolidation. It is noted that there are four elements which will affect the success of any plan for consolidation. The plan must be functionally sound, and it must be legally permissible. It must be politically practical, and it must have public acceptance. Legal and practical aspects of three types of consolidation are examined. These approaches include the development of municipal police service districts to provide all services within a specific area, development of a plan to allow unincorporated areas to contract for police services, and development of a county police department. A bibliography on police consolidation and an opinion of the California Attorney General on development of a county service area/county police department are appended.

Availability: NCJRS Microfiche Program.

2. G. D. GOURLEY. EFFECTIVE POLICE ORGANIZATION AND MANAGEMENT—V 2, COUNTY POLICE SYSTEMS. CALIFORNIA STATE COLLEGE, LOS ANGELES, 5151 STATE COLLEGE DRIVE, LOS ANGELES CA 90032. 196 p. 1966. NCJ-01462

Effective management and organizational principles and guidelines are presented for county police agencies. Topics include the nature of county police systems, their background and development, types and methods of consolidation, cooperative plans (interlocal agreements, contracts, special police districts), and consolidation methods. Appendices include a survey of contract cities in the state of California, the Nassau County (NY) Administrative Code (for county police), the Florida Consolidation Statute, and county police organization charts (for Multnomah County, Oregon, Kent County, Michigan, Jefferson County, Colorado, Los Angeles County, California, Nassau County, New York, Suffolk County, New York, and Dade County, Florida). The eight volume series consists of NCJ-00092, 01462, 00404, 00405, 00235, 00406, 00407, and 01468.

Sponsoring Agency: US Department of Justice Law Enforcement Assistance Administration.

Availability: NTIS. Accession No. PB 220 798.

3. G. D. GOURLEY. STATE POLICE SYSTEMS—CHAPTER 4, VOL. 1 OF EFFECTIVE POLICE ORGANIZATION AND MANAGEMENT. CALIFORNIA STATE COLLEGE, LONG BEACH INSTITUTE FOR POLICE STUDIES, 6101 EAST SEVENTH STREET, LONG BEACH CA 90801. 300 p. 1967. NCJ-01436

An organizational and management model for state law enforcement agencies, based on a comparison of existing organizations. Principles of centralization of services and decentralization of operations are discussed. Guidelines for organization and management are identified by both definition and example. Numerous organizational charts and tables illustrate the text. For a more detailed treatment see NCJ-00404.

Sponsoring Agency: US Department of Justice Law Enforcement Assistance Administration.

4. J. A. GYLYS. PRICING SYSTEM AND THE ALLOCATION OF CONTRACTUAL METROPOLITAN POLICE SERVICES. AMERICAN SOCIETY OF CRIMINOLOGY, 1314 KINNEAR ROAD, COLUMBUS OH 43212; SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212. CRIMINOLOGY, V 13, N 1 (MAY 1975), P 21-32. NCJ-48367

Problems of a market pricing system for the allocation of metropolitan police services are discussed, and a model dealing with allocation of centralized police services among two political units is presented. It is suggested that a market pricing system will permit, up to a certain output level, a solution of the problem of allocating contractor's police services among metropolitan political areas. However, when low levels of criminal activity are achieved through additional police inputs, the markets mechanism will have a tendency to break down because the marginal increases of police services will not be able to elicit the expected decreases in crime. A model dealing with allocations of centralized services among two polit-
ICAL UNITS IS PRESENTED IN WHICH THE CONTRACTOR'S OUTPUT, A COUNTY SHERIFF'S OFFICE, IS QUANTIFIED IN TERMS OF PROBABILITY FOR A RESIDENT OF A GIVEN POLITICAL AREA TO BECOME A VICTIM OF CRIME DURING SOME FIXED PERIOD OF TIME. THIS, RELATIVELY GREATER OUTPUTS WILL BE REFLECTED IN FALLING PROBABILITIES OF BECOMING A CRIME VICTIM. IT IS ASSUMED THAT ONE AREA (C) IS CLOSER TO THE CONTRACTOR'S OPERATIONAL BASE WHILE THE OTHER AREA (F) IS FARther AWAY AND CONSEQUENTLY MORE EXPENSIVE TO SERVICE. IT IS ALSO ASSUMED THAT FACTORS CONducive TO CRIME ARE IDENTICAL AND THAT ALL CRIMINAL ACTS ARE EQUALLY DETRIMENTAL AND SERVICE BENEFITS ACCRUE ONLY TO THOSE AREA RESIDENTS WHO ARE SERVICE RECIPIENTS. FINALLY, IT IS ASSUMED THAT CRIME PREVENTION COSTS BECOME INCREASINGLY HIGHER AS HIGHER LEVELS OF PROTECTION ARE SUPPLIED. GIVEN THIS SITUATION, THE MARGINAL COST CURVE FOR AREA F WILL BE HIGHER AT EVERY OUTPUT LEVEL THAN FOR AREA C. MINIMIZATION OF CRIMES TAKES PLACE WHEN THE MARGINAL PREVENTION COSTS ARE EQUAL IN BOTH AREAS. HOWEVER, WHEN THE MARGINAL COST IS EQUAL, THE CRIME RATE IN F WILL BE MUCH GREATER THAN IN C. A TRANSFER OF INPUT FROM C TO F WOULD RESULT IN AN INCREASE IN CRIME IN C THAT WOULD BE GREATER THAN THE DECREASE OF CRIME IN F. THUS ALLOCATIONS AIMED AT IMPROVING THE SITUATION IN ONE AREA CAN ONLY DO SO AT THE EXPENSE OF THE OTHER AREA. MOREOVER, A POINT WILL BE REACHED WHERE ADDITIONAL INCREASE IN POLICE SERVICES WILL NOT BE ABLE TO ELICIT ADDITIONAL DECREASES IN CRIME. THIS INDICATES THAT IN AREAS C AND F CONTRACTUAL PROVISION OF POLICE SERVICES IS AN UNATTAINABLE GOAL IF COST-Benefit RELATIONSHIPS ARE TO BE PRESENTED. AN ANCILLARY CONCLUSION OF THE BREAKDOWN OF THE SYSTEM IS THAT EFFORTS OTHER THAN THOSE OF THE POLICE ARE NEEDED TO PREVENT CRIMINALITY. NOTES AND REFERENCES ARE PROVIDED.


6. S. KAPSCH. MINNESOTA POLICE ORGANIZATION AND COMMUNITY RESOURCE ALLOCATION. MINNESOTA STATE PLANNING AGENCY, 550 CEDAR STREET, 101 CAPITOL SQUARE BUILDING, ST PAUL MN 55101. 44 p. 1970. NCJ-09926 STUDY TO DETERMINE AT WHAT POINT AN ORGANIZATION IS LARGE ENOUGH TO PROVIDE BASIC POLICE SERVICES, AND TO CONSIDER THE BEST MEANS OF PROVIDING THESE SERVICES. MANY WRITERS ON PROBLEMS OF THE ADMINISTRATION OF CRIMINAL JUSTICE AND POLICE ADMINISTRATION HAVE NOTED THE FRAGMENTATION OF AMERICAN POLICE INTO A COMPLEX OF SMALL LOCAL ORGANIZATIONS. WHILE LAW ENFORCEMENT IS A PROBLEM WHICH MUST BE MET AT THE LOCAL LEVEL, SOME JURISDICTIONS ARE TOO SMALL TO PROVIDE A FULL RANGE OF POLICE SERVICES. THE SUCCESSFUL BRITISH EXPERIENCE IN CONSOLIDATION IS EXAMINED IN DEPTH IN ORDER TO DEMONSTRATE SOME OF THE BENEFITS AND PROBLEMS OF CENTRALIZING POLICE FUNCTIONS. THE NUMBER, LOCATION AND EFFECTIVE STRENGTHS OF MINNESOTA POLICE DEPARTMENTS ARE THEN DISCUSSED AND COMPARATIVE TABLES ARE PROVIDED. THE MINIMUM PERSONNEL REQUIREMENTS NEEDED TO MAINTAIN BASIC POLICE FUNCTIONS ARE IDENTIFIED AND SPECIFIC SUGGESTIONS ARE OFFERED FOR REORGANIZING MINNESOTA POLICE DEPARTMENTS INTO MORE EFFICIENT ORGANIZATIONAL UNITS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM; NTIS. Accession No. PB 229 417/AS.

7. T. W. KOEPSELL AND C. M. GIRARD. SMALL POLICE AGENCY CONSOLIDATION—SUGGESTED APPROACHES—SUMMARY OF FINDINGS AND CONCLUSIONS. INTERNATIONAL TRAINING, RESEARCH AND EVALUATION COUNCIL 111 p. 1979. NCJ-50694 THIS REPORT, DESIGNED TO ASSIST COMMUNITIES IN PLANNING AND IMPLEMENTING LAW ENFORCEMENT Mergers, PRESENTS GUIDELINES DEVELOPED FROM SURVEY DATA GATHERED FROM 34 POLICE AGENCIES WHICH HAD EXPERIENCED CONSOLIDATION. MANY POLICE DEPARTMENTS IN RURAL AREAS WITH STAFFS OF 25 PERSONS OR LESS HAVE MANAGED TO COPE WITH INCREASING COSTS OF LOCAL LAW ENFORCEMENT WHILE MAINTAINING ACCEPTABLE LEVELS OF SERVICE DELIVERY BY CONSOLIDATING WITH LARGER DEPARTMENTS AND USING APPROACHES RANGING FROM INFORMAL ARRANGEMENTS IN WHICH DEPARTMENTS AGREE TO COLLECTIVELY PERFORM TASKS THAT ARE MUTUALLY BENEFICIAL TO ANNEXATION IN WHICH ONE UNIT IS ABSORBED TOTALLY OR PARTIALLY BY ANOTHER AGENCY. THESE APPROACHES ARE ILLUSTRATED WITH CASE STUDIES. DEPARTMENTS CONSIDERING MergERS SHOULD FIRST CONDUCT A FEASIBILITY STUDY WHICH INCLUDES DEVELOPMENT OF DEMOGRAPHIC PROFILES OF PARTICIPATING JURISDICTIONS; PROFILES OF LAW ENFORCEMENT MANPOWER, MANAGEMENT AND ADMINISTRATION, AND REPORTED CRIMINAL ACTIVITY; AND EQUIPMENT AND FACILITIES INVENTORY AND ORGANIZATION AND OPERATIONS OF EXISTING LAW ENFORCEMENT AGENCIES. PLANNING AND ACTIVITIES MUST CONSIDER TRANSFER OF EQUIPMENT, EQUALIZATION OF SALARIES, AND DEVELOPMENT OF GENERAL ORDERS AND FIELD MANUALS. COST OF A DESIRED LEVEL OF SERVICE UNDER AN EXISTING LOCAL AGENCY SHOULD BE ESTIMATED AND COMPARED TO THE ESTIMATED COSTS OF THE CONSOLIDATED SYSTEM. GUIDELINES ARE GIVEN FOR METING THE LEGAL REQUIREMENTS OF A Merged SYSTEM, SHARING THE COSTS, INSURING THAT SERVICES ARE PROVIDED, USING FACILITIES AND EQUIPMENT DURING THE TRANSITION PERIOD, AND DEALING WITH PERSONNEL AND ADMINISTRATIVE CONCERNS DURING TRANSITION. A SECTION ON RELATIONSHIPS BETWEEN THE PROVIDER AND RECIPIENT AGENCY DISCUSSES USE OF FORMAL CONTRACTS OR AGREEMENTS, NEGOTIATING THE CONTRACT, USING PERMANENT LAW ENFORCEMENT REVIEW BODIES, AND MAINTAINING COMMUNICATIONS BETWEEN THE JURISDICTIONS. THE FINAL CHAPTER OUTLINES A SYSTEM FOR EVALUATING THE Merged SYSTEM. APPENDICES CONTAIN A SELECTED, ANNOTATED BIBLIOGRAPHY, THE QUESTIONNAIRE, AND AN ANALYSIS OF Merged STUDY DATA. A MODEL STUDY FEASIBILITY OUTLINE, A MODEL INTERLOCAL CONTRACTING AND JOINT ENTERPRISES ACT, AND A LIST OF STATE CRIMINAL JUSTICE PLANNING AGENCIES.

Supplemental Notes: PROGRAM MODELS.
Availability: GPO. Stock Order No. 027-000-00761-9.
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This financial-management review was undertaken for the city of Pasco (WA) police department and the Franklin County (WA) sheriff’s department, and is dated July 15, 1976. The police and sheriff’s department share the following functions: dispatch, records, booking, jail, and crime lab. This report addresses the problem of assigning an equitable cost accounting system that will allow each department to pay a fair share for the joint services.

Sponsoring Agency: US Department of Justice Law Enforcement Assistance Administration.

Availability: NCJRS Microfiche Program.


Organizational and administrative changes that should be made by police forces in order to remain effective are proposed and evaluated. There exists too much fragmentation of police forces across the country, with the ‘home rule’ tradition, each municipality, no matter how small, has its own police force; this amounts to fiscal irresponsibility and deprives many people of adequate police services. Consolidation and regionalization of police forces are recommended. There is a suggested ceiling of 300 municipal police agencies (excluding federal, state, and special-purpose police); this would ease the setting and monitoring of national policing standards, improve cost effectiveness, open career opportunities for police officers, and reduce political and parochial influences on police departments. The example of amalgamation of British police forces is cited. Within individual forces, an environment to nurture professionalism must be created. The police officer must be permitted, within the framework of clear departmental policies, to enlarge his functional role, expand his service activities, and exercise discretion with greater latitude. The type of organization which fosters professionalism is the flattening of the pyramid of command by shortening unnecessarily long chains of command. Each supervisor would thus have to depend less on impetuous order-giving and insistence upon the prerogatives of command and more on gaining a high level of subordinate cooperation and coordination. Individual officers should be appointed through rational, fair, unambiguous employment standards, and there should be vigilance against discriminatory practices.

10. J. P. McIver. Measures of metropolitan police industry structure, service structure matrices for the Albany/Georgia SMSA (standard metropolitan statistical area)—police services study technical report. Indiana University Department of Political Science. 27 p. 1975. NCJ-36772

Service structure matrices illustrate the computation of the measures of the structure of interorganizational arrangements for policing in metropolitan areas. Consumers and producers for each of ten police services, half ‘direct’ and half ‘auxiliary’ are arrayed on a matrix. Each cell in a matrix identifies a dyadic relationship between one producer (police agency) and one consumer (service area) for a particular service. Within each cell of a matrix as many as six service code indicators appear to describe relationships between a producer and a consumer. The first letter describes the provision of police services by the producer to the consumer as irregular, regular, coordinated, or alternated. The second code describes the relationship as written, unwritten, or own. The third code indicates whether or not the service is produced for a fee or by own. The last three codes are used only to describe ‘alternate’ relationships. The fourth code notes exclusive or non-exclusive service. The fifth code identifies the type of alternate production of service, and the final code indicates the location of the alternate service provision. The police services described are burglary investigation, homicide investigation, general area patrol, traffic patrol, traffic investigation, dispatch, detention, and crime lab analysis (both chemical and narcotics). For each service 23 structural measures appear below the matrix. For an explanation of these measures, see NCJ-36781.


Availability: NCJRS Microfiche Program.


Suggestions for overall improvement in delivery of police services for greater protection against crime. The national advisory commission on criminal justice standards and goals considers the patrolman the primary force in reducing and preventing crime and thus directs its report recommendations toward increasing police effectiveness. Suggestions for improvements in police functions are presented for areas within the community, planning and organization, technology and support services, and fiscal management. Planning and organization of consolidated and interagency operations are addressed in Chapters 5 and 7. Cooperation and coordination between other criminal justice agencies is repeatedly emphasized. These proposals appear in the form of more than 120 specific standards and recommendations that spell out where, why, and how these improvements can and should be made in the police segment of the criminal justice system. Report on police is a reference work for the practitioner—patrolman to police chief—as well as for the interested layman. Before implementing any of the changes advocated, police departments are advised to detail the legal limits of police authority and develop guidelines for the exercise of that authority in order to improve cooperation between the police and the community. It is suggested that police agencies develop a specialized unit for maintaining communication with citizens. Each police department should encourage and participate in neighborhood security programs and establish procedures to facilitate processing of
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COMPLAINTS. SUGGESTIONS FOR MORE EFFECTIVE UTILIZATION OF MANPOWER INCLUDE CONTINUED CONSOLIDATION, STRICTER PERSONNEL REQUIREMENTS, INCREASED EMPLOYEE BENEFITS, AND THE EMPLOYMENT OF MORE WOMEN, MINORITIES, AND CIVILIANS IN POLICE WORK.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: SUPERINTENDENT OF DOCUMENTS GPO—PHILADELPHIA, PUBLIC DOCUMENTS DISTRIBUTION CENTER, 5801 TABOR AVENUE, PHILADELPHIA, PA 19120 Stock Order No. 2700-000174; NTIS Accession No. PB 230 029/AS; NCJRS MICROFICHE PROGRAM.


ADVANTAGES OF INTERGOVERNMENTAL PROGRAMS AND ARRANGEMENTS IN THE AREA OF LOCAL LAW ENFORCEMENT AND THE MEANS FOR IMPLEMENTING SUCH PROGRAMS. SMALLER POLICE JURISDICTIONS FACE EVER-INCREASING PROBLEMS IN VIEW OF CONTINUALLY RISING OPERATIONAL COSTS AND THE FACT THAT THE CRIMINAL IN A MODERN VEHICLE IS NO RESPECTER OF JURISDICTIONAL BOUNDARIES. THIS WORK DISCUSSES THE PROBLEM AND SUGGESTS SOLUTIONS THROUGH COORDINATION OR CONSOLIDATION OF VARIOUS UNITS. THE AUTHOR BEGINS WITH A BRIEF OVERVIEW OF THE QUALITY AND QUANTITY OF SERVICE OF SEVERAL POLICE AGENCIES REPRESENTATIVE OF METROPOLITAN AREAS. AFTER COVERING AREAS THAT HE BELIEVES TO BE BELOW REQUIRED LEVELS, HE DISCUSSES VARIOUS MEANS BY WHICH REGIONAL LAW ENFORCEMENT PROGRAMS MIGHT BE ORGANIZED TO GREATER ADVANTAGE. FUNCTIONS SUCH AS THE FOLLOWING ARE ANALYZED IN TERMS OF THEIR CAPABILITY OF BEING PERFORMED ON AN AREAWIDE BASIS—RECRUITMENT AND TRAINING OF PERSONNEL, PLANNING AND RESEARCH OPERATIONS, MANAGEMENT OF RECORDS, COMMUNICATIONS, DETENTION, LABORATORY SERVICES, CRIMINAL INVESTIGATION, VICE REPRESSION, JUVENILE DELINQUENCY CONTROL, AND SPECIAL TASK FORCE OPERATIONS. NUMBEROUS EXAMPLES OF COORDINATED OR CONSOLIDATED PROGRAMS CURRENTLY IN OPERATION ARE CITED. THROUGHOUT THE DISCUSSION, THERE IS EMPHASIS ON REORGANIZATION AND INTEGRATION OF POLICE SERVICES, BUT WITHOUT UNNECESSARY SACRIFICE OF LOCAL CONTROL.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637.


EXAMINATION OF THE RELEVANT EFFECTS OF THE STRUCTURE OF INTERORGANIZATIONAL ARRANGEMENTS AMONG POLICE AGENCIES SERVING A COMMON METROPOLITAN AREA. A GENERAL APPROACH TO THE PROBLEM OF CONCEPTUALIZING INTERORGANIZATIONAL ARRANGEMENTS AMONG POLICE AGENCIES IN A METROPOLITAN AREA IS DESCRIBED. THE APPROACH IS BASED ON THE CONCEPTION OF A PUBLIC SERVICE INDUSTRY, THE USE OF SERVICE STRUCTURE MATRICES TO DELINEATE THE SERVICE BY SERVICE CONFIGURATIONS OF A POLICE INDUSTRY IS DISCUSSED. THE AUTHOR ILLUSTRATES THE USE OF SERVICE STRUCTURE MATRICES TO DESCRIBE THE INTERORGANIZATIONAL ARRANGEMENTS AMONG POLICE AGENCIES WITHIN A SINGLE METROPOLITAN AREA. SIX MEASURES OF METROPOLITAN STRUCTURE TO BE DERIVED FROM SERVICE STRUCTURE MATRICES ARE DEFINED. THESE MEASURES ARE FRAGMENTATION, MULTIPLICITY, DUPLICATION, INDEPENDENCE, COORDINATION, AND DOMINANCE. THE USE OF SUCH MEASURES ENABLES COMPARISONS TO BE MADE ACROSS METROPOLITAN AREAS. THESE MEASURES ARE UTILIZED TO COMPARE THE STRUCTURE OF THE POLICE INDUSTRIES IN THREE METROPOLITAN AREAS WITH RESPECT TO FOUR TYPES OF POLICE SERVICES. THE USE OF STRUCTURAL MEASURES IN PUBLIC POLICY ANALYSIS IS ALSO DISCUSSED. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.


A BROAD OVERVIEW OF THE ORGANIZATION OF POLICE SERVICES IN SMALL-SIZED TO MEDIUM-SIZED METROPOLITAN AREAS IN THE UNITED STATES IS PRESENTED WITHIN THE FRAMEWORK OF AN INDUSTRY MODEL OF SERVICE DELIVERY. THE INDUSTRY APPROACH, WHICH VIEWS POLICE SERVICES FROM THE PERSPECTIVE OF PRODUCERS AND CONSUMERS, IS USED TO EXPLORE THE INTERORGANIZATIONAL ARRANGEMENTS FOR THE DELIVERY OF POLICE SERVICES. THE STUDY UTILIZED A RANDOM SAMPLE OF 80 STANDARD METROPOLITAN STATISTICAL AREAS WITH A POPULATION OF UNDER 1.5 MILLION. DATA WERE COLLECTED FROM STATE SOURCES, INDIVIDUAL POLICE AGENCIES, TELEPHONE AND MAIL CONTACTS, AND PERSONAL FIELD CONTACTS; HOWEVER, DATA ON THE QUALITY OF POLICE SERVICES WERE NOT AVAILABLE. MEASURES OF FRAGMEN-
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16. AND WHAT LEVELS OF SERVICE ARE PROVIDED? 2) HOW MUCH DUPLICATION AND COOPERATION IS THERE IN THE

17. E. OSTROM, R. B. PARKS, and G. P. WHITAKER. PUBLIC SERVICES INDUSTRY APPROACH TO THE STUDY OF POLICE

18. E. OSTROM, R. B. PARKS, and G. P. WHITAKER. POLICING METROPOLITAN AMERICA. NATIONAL SCIENCE FOUN-

19. E. OSTROM, R. B. PARKS, and G. P. WHITAKER. PUBLIC SERVICES INDUSTRY APPROACH TO THE STUDY OF POLICE

DELIVERY OF SERVICES? AND 3) HOW IS THE SIZE OF AGENCIES RELATED TO SERVICE DELIVERY? ON THE BASIS OF

NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: GPO. Stock Order No. 038-000-00317-8.

INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 37 p. 1976. NCJ-36781


THIS STUDY OF POLICE SERVICES DELIVERY IN 80 SMALL— TO MEDIUM-SIZED METROPOLITAN AREAS FOUND THAT THE DIVERSITY IN SIZE AND SERVICES AMONG AGENCIES DOES NOT SEEM TO RESULT IN DUPLICATION, CONFUSION, OR NONCOOPERATION. EIGHTY STANDARD, METROPOLITAN STATISTICAL AREAS WERE SELECTED IN A STRATIFIED, RANDOM SAMPLE. ALL AGENCIES CONDUCTING GENERAL AREA PATROL, TRAFFIC PATROL, TRAFFIC ACCIDENT INVESTIGATION, RESIDENTIAL BURGLARY INVESTIGATION, OR HOMICIDE INVESTIGATION FOR RESIDENTS OF EACH STANDARD METROPOLITAN STATISTICAL AREA WERE INCLUDED. DATA FOR THE STUDY WERE GATHERED FROM THESE POLICE AGENCIES THROUGH PERSONAL INTERVIEWS AND INSPECTION OF DOCUMENTS SUPPLEMENTED BY TELEPHONE AND MAIL COMMUNICATION. USING THIS INFORMATION, THE RESEARCHERS INVESTIGATED THREE BROAD AREAS: 1) WHAT AGENCIES PRODUCE POLICE SERVICES AND WHAT LEVELS OF IN METROPOLITAN AREAS ARE SHARED BETWEEN AGENCIES; 2) HOW MUCH DUPLICATION AND COOPERATION IS THERE IN THE
LARGEST PRODUCER IN THE METROPOLITAN AREA. FOR A RELATED DOCUMENT, SEE NCJ-36772.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.


This article reviews the body of public administration literature which is highly critical of municipal consolidation. The status of enabling legislation for intergovernmental cooperation and coordination among the law enforcement entities of Whitman County in the form of a consolidated police system is examined and described in detail. The feasibility of intergovernmental cooperation and coordination among the law enforcement entities of Whitman county is considered. A new system is envisioned in which a county police department would provide total law enforcement services to all cities and towns on an intergovernmental contractual basis. Copies of study instruments, supporting documentation, and a bibliography are provided. (Author abstract modified).

Supplemental Notes: UNIVERSITY OF IDAHO—DOCTORAL DISSERTATION.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106. Stock Order No. 72-2107.

21. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. COORDINATION AND CONSOLIDATION OF POLICE SERVICE. 300 p. 1966, NCJ-00284

Analysis of the problems of local police administration and potential of coordination or consolidation of services as an aid to repression of crime. Topics covered are—obstacles to coordination and consolidation, legal, political, social and economic, coordination and consolidation of staff services, recruitment, training, and planning, coordination and consolidation of auxiliary services, records, communications, detention facilities, and laboratory services, coordination and consolidation of selected field services, criminal investigation, control, of delinquency, vice control, and special task force operations, police service and jurisdictional consolidation, under metropolitan government, through county subordinate service, districts, annexation, contract law enforcement, and special districts, and role of the state in improving local police services.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

22. E. TOPOREK and G. H. BRUNS. HISTORICAL PERSPECTIVE OF POLICE DEVELOPMENT IN AMERICA. ARIZONA STATE UNIVERSITY. 152 p. NCJ-27257

High crime rates have led to public dissatisfaction with existing police activities and organizations, prompting a call for coordination and centralization of law enforcement agencies in america. To explain the present fragmentation, proliferation, and multilayering of police jurisdictions in the U.S., police development is reviewed historically. The gradually emerging social need for police activities ensuring peace and safety in the community is traced from primitive societies to ancient Rome, where the first police force was dedicated to the enforcement of public order and the prevailing
CONSOLIDATION OVERVIEW


RESULTS OF A 50-STATE QUESTIONNAIRE SURVEY SENT TO STATE CRIMINAL JUSTICE PLANNING AGENCIES TO OBTAIN INFORMATION ON CORRECTIONS, COURTS, POLICE, PROSECUTION, DEFENSE, AND TOTAL SYSTEM UNIFICATION PROGRAMS WITHIN EACH STATE. THE QUESTIONNAIRE INCLUDED A CAREFUL DEFINITION OF ‘UNIFICATION’ ACTIVITIES, SEVERAL ‘YES-NO’ QUESTIONS ON THE EXTENT TO WHICH UNIFICATION INITIATIVES IN EACH CRIMINAL JUSTICE SEGMENT WERE ACTUALLY IMPLEMENTED OR PLANNED, AND REQUESTS FOR BRIEF ONE-SENTENCE DESCRIPTIONS OF THE UNIFICATION EFFORTS INVOLVED WHEREVER ‘YES’ ANSWERS WERE PROVIDED. RESPONSES WERE RECEIVED FROM 43 STATES, PUERTO RICO, THE VIRGIN ISLANDS, AND GUAM. SEVEN RESPONDENTS REPORTED NO UNIFICATION ACTION AT ALL, AND ANOTHER SIX REPORTED ACTIVITY IN ONLY ONE AREA. THE REMAINING 33 JURISDICTIONS REPORTED SIGNIFICANT ACTIVITIES WITHIN TWO OR MORE OF THE SIX CRIMINAL JUSTICE AREAS. A COMPONENT BY-COMPONENT SUMMARY OF QUESTIONNAIRE RESPONSES IS PROVIDED. IN ADDITION, THE COMMENTS OF EACH STATE ON ITS UNIFICATION PROGRAMS ARE PRESENTED IN A SUPPLEMENTAL SECTION. A SECOND ONE-PAGE SUPPLEMENT PROVIDES INFORMATION ON ADDITIONAL SURVEY RESPONSES RECEIVED SINCE DELIVERY OF THE BASIC SURVEY REPORT FOR REPRODUCTION. (AUTHOR ABSTRACT MODIFIED)

Availability: NCJRS MICROFICHE PROGRAM.


STUDY OF THE THEORY THAT AS POLICE AGENCIES GROW LARGER AND UNIFY JURISDICTIONALLY, THE PER-UNIT COST OF POLICE ACTIVITIES DECREASES. NOTWITHSTANDING THE FACT THAT 75 PERCENT OF A POLICE DEPARTMENT BUDGET IS ALLOCATED FOR WAGES AND SALARIES, THE AUTHOR CONCLUDES THAT IT IS POSSIBLE THAT A LARGER GOVERNMENTAL UNIT COULD PROVIDE A BETTER QUALITY OF SERVICE AT A LOWER COST. THIS MIGHT RESULT FROM SPECIALIZATION AND DIVISION OF LABOR, LARGER RESOURCES FROM WHICH TO DRAW DURING CRITICAL PERIODS, AND THE FACT THAT SUBSTATIONS NEED NOT BE DUPPLICATIONS OF HEADQUARTERS WHERE A SINGLE DEPARTMENT SERVICES A JURISDICTION. THE AUTHOR FORMS A MODEL AND A REGRESSION EQUATION AND ANALYZES THE REGRESSION RESULTS. ALL DATA, INCLUDING THE QUESTIONNAIRE AND PRICE INDEX USED ARE INCLUDED AS A BIBLIOGRAPHY.

Supplemental Notes: UNPUBLISHED DISSERTATION—UNIVERSITY OF ILLINOIS.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106.
TOTAL CONSOLIDATION

26. BARTELL ASSOCIATES INC, P O BOX 944, STATE COLLEGE PA 16801. TRI-CITY (PA) IMPACT PROGRAM—FINAL REPORT. 145 p. NCJ-43331

HISTORY, PROJECT EVALUATION METHODOLOGY, PROJECT ANALYSIS, AND RECOMMENDATIONS FOR AN EXPERIMENTAL PROGRAM OF COOPERATIVE POLICE SERVICES FOR THE CITIES OF ARNOLD, NEW KENSINGTON, AND LOWER BURRELL ARE GIVEN. THIS PENNSYLVANIA PROGRAM WAS DESIGNED TO REDUCE FRAGMENTATION OF CRIME INVESTIGATION AND PATROL SERVICES, TO INCREASE JUVENILE CONTACTS, TO IMPROVE RECORD HANDLING, AND TO INSTALL HIGH-INTENSITY MERCURY VAPOR STREET LIGHTS IN HIGH-CRIME AREAS. EVALUATION OF THE PROGRAM WAS MADE DIFFICULT BY THE FACT THAT, BEFORE ITS INCEPTION, EACH OF THE THREE JURISDICTIONS KEPT RECORDS IN ITS OWN WAY. THE ONLY UNIFORM PREPROJECT REPORTS WERE THE UNIFORM CRIME REPORTS (UCR) SENT MONTHLY TO THE PENNSYLVANIA STATE POLICE. THEREFORE, EVALUATION WAS BASED ON UCR FIGURES FOR PART 1 CRIMES, PART 1 CRIMES CLEARED, PART 2 CRIMES, PART 2 CRIMES CLEARED, BURGLARIES, BURGLARIES CLEARED, AN APPREHENSION AND PROSECUTION INDEX, VALUE OF PROPERTY RECOVERED, REPORTED VANDALISM, AND JUVENILES FORMALLY PROCESSED. EIGHT STATISTICALLY SIGNIFICANT POSITIVE CHANGES OCCURRED. FOR NEW KENSINGTON, THE NUMBER OF PART 2 CRIMES CLEARED INCREASED, ROBBERIES CLEARED INCREASED, BURGLARIES REPORTED DECREASED, NUMBER OF JUVENILES FORMALLY PROCESSED INCREASED, AND CRIME IN THE DESIGNATED HIGH-CRIME AREA WENT DOWN. FOR ARNOLD, THE NUMBER OF ADULTS FOUND GUILTY INCREASED, AND FOR LOWER BURRELL, THE NUMBER OF PART 2 CRIMES DECREASED AND NUMBER OF ROBBERIES DECREASED. ON THE NEGATIVE SIDE, IN NEW KENSINGTON THE NUMBER OF PART 2 CRIMES INCREASED AND NUMBER OF ADULTS FOUND GUILTY DECREASED. IN ARNOLD, THE NUMBER OF PART 1 CRIMES INCREASED. IN LOWER BURRELL, THE NUMBER OF BURGLARIES INCREASED AND THE VALUE OF PROPERTY RECOVERED DECREASED. OVERALL, NEW KENSINGTON HAD 30.7 PERCENT POSITIVE INDICATORS; 53.8 PERCENT UNCHANGED; ARNOLD HAD 7.6 PERCENT POSITIVE INDICATORS, 7.6 PERCENT NEGATIVE, AND THE REST UNCHANGED; WHILE IN LOWER BURRELL THERE WERE 15.3 PERCENT POSITIVE, 15.3 PERCENT NEGATIVE INDICATORS, AND THE REST UNCHANGED. THE BUSINESS COMMUNITY IS VERY FAVORABLE TOWARD THE PROGRAM. THE NUMBER OF SCHOOL APPEARANCES AND OTHER JUVENILE CONTACTS INCREASED FROM 291 IN 1974 TO 493 IN 1975, AND IT IS FELT THAT BY COMBINING JURISDICTIONS THE QUALITY OF THESE CONTACTS HAS IMPROVED. INVESTIGATION OF CRIMES HAS ALSO IMPROVED. CRIME HAS BEEN REDUCED IN THE AREAS OF HIGH-INTENSITY LIGHTING BUT IT IS TOO EARLY TO TELL IF THIS CRIME HAS BEEN ELIMINATED OR DISPLACED. IT IS RECOMMENDED THAT RECORD KEEPING BE STANDARDIZED AFTER BEING PURGED AND BROUGHT INTO CONFORMANCE WITH PENNSYLVANIA LAWS ON CONFIDENTIALITY. IT IS ALSO RECOMMENDED THAT CASE FOLLOWUP INVESTIGATION BE FORMALIZED, CASES REVIEWED FOR ASSIGNMENT IN A MORE ORGANIZED FASHION, AND CLEARLY DEFINED CRITERIA ESTABLISHED FOR USE OF INVESTIGATION SQUAD TIME. APPENDIXES GIVE GUIDELINES FOR PURGING FILES, PREPROJECT AND POSTPROJECT CRIME FIGURES FOR EACH CITY, AND A SAMPLE OF THE BUSINESS ATTITUDE SURVEY QUESTIONNAIRE.

Supplemental Notes: SEE ALSO EXECUTIVE SUMMARY, NCJ-43324.

27. G. J. BENSHINGER. METROPOLITANIZATION—THE METROPOLITAN TORONTO POLICE. ILLINOIS INSTITUTE OF TECHNOLOGY INSTITUTE FOR CRIMINAL JUSTICE, 3300 SOUTH FEDERAL STREET, CHICAGO IL 60616. POLICE LAW QUARTERLY, V 7, N 4 (JULY 1978), P 28-34. NCJ-49198

THESE SMALL COMMUNITIES EMPLOYED TOWN MARSHALS. THE LIMITED NUMBER OF DEPUTIES HAD TO DEPEND UPON THEM TO ENFORCE ORDINANCES OR CHECK BUILDINGS AT NIGHT.

RILEY COUNTY ENCOMPASSES 624 SQUARE MILES, A TERRITORY FACILITIES IN THE COUNTY. OVER THE YEARS, THE TENDENCY TO DISBANDMENT OF THE POLICE DEPARTMENTS. MOST OF THE PERSONNEL LOCATED AT NEARBY FORT RILEY. THE HISTORIC BODY OF KANSAS STATE UNIVERSITY AND MILITARY DUTIES, POLICE POLICIES AND PROCEDURES, USE OF POLICE INFORMATION SYSTEMS, AND PRACTICAL APPLICATIONS OF ARREST POWERS AND TRAFFIC INTEGRITY. THE FUNCTIONING OF THEIR LOCAL POLICE DEPARTMENTS ARE NOTED. THE AUTHOR STATES THAT THE RESIDENTS OF SMALLER CITIES SERVED BY SMALL POLICE FORCES RECEIVED THE FUNCTION OF THE RESPONDENT WITH THE POLICE, OR TO THE ADJACENT CITIES SERVED BY SMALL POLICE FORCES AS COMPARED TO LARGE, CENTRALIZED POLICE DEPARTMENTS, 10 FROM THE SHERIFF'S OFFICE, AND 2 FROM THE TOWN OF OGDEN. EXAMS WERE GIVEN TO FILL THE RANKS OF THE NEW DEPARTMENT. EVERYONE RECEIVED A SALARY INCREASE WITH PAY EQUAL TO THAT OF THE LARGER DEPARTMENTS IN THE STATE. ALL WERE ENROLLED IN THE STATE RETIREMENT SYSTEM, WORKMAN'S COMPENSATION, AND A COMPREHENSIVE PROFESSIONAL LIABILITY COVERAGE PROGRAM. TWO YEARS LATER THE PROGRAM SEEMED TO BE WORKING WELL DUE TO STRONG LEADERSHIP, GOOD PREPLANNING BEFORE THE CONSOLIDATION TOok EFFECT, STRONG MEDIA SUPPORT, AND ATTENTION TO PUBLIC CONCERNS. IT IS RECOMMENDED THAT THE OPERATION BE THOROUGHLY STUDIED AFTER 5 YEARS AS A POSSIBLE MODEL FOR OTHER POLICE CONSOLIDATIONS.

THE KANSAS HIGHWAY PATROL FOR ADDITIONAL PATROL ENFORCEMENT. THE LAW WAS CHANGED IN 1972 TO ALLOW CONSOLIDATION TO TAKE PLACE; THE MAJOR CHANGE WAS THE ELIMINATION OF THE OFFICE OF SHERIFF. THE RURAL AREAS FELT THIS BECAUSE THEY FEARED MANHATTAN WOULD DOMINATE THE POLICE FORCE, AND THEY RECEIVED ADDITIONAL POLICE PROTECTION FROM THE COUNTY SHERIFF'S OFFICE. THE HISTORY OF THE FIGHT TO DEVELOP A CONSOLIDATED DEPARTMENT AND THE FINAL ORGANIZATION OF SUCH A DEPARTMENT ARE GIVEN IN DETAIL. THE FINAL COUNTYWIDE OPERATION IS DIVIDED INTO PATROL, TRAFFIC, INVESTIGATIVE, AND SPECIAL SERVICES UNITS. PERSONNEL INCLUDED 65 FROM THE MANHATTAN DEPARTMENT, 10 FROM THE SHERIFF'S OFFICE, AND 2 FROM THE TOWN OF OGDEN. EXAMS WERE GIVEN TO FILL THE RANKS OF THE NEW DEPARTMENT. EVERYONE RECEIVED A SALARY INCREASE WITH PAY EQUAL TO THAT OF THE LARGER DEPARTMENTS IN THE STATE. ALL WERE ENROLLED IN THE STATE RETIREMENT SYSTEM, WORKMAN'S COMPENSATION, AND A COMPREHENSIVE PROFESSIONAL LIABILITY COVERAGE PROGRAM. TWO YEARS LATER THE PROGRAM SEEMED TO BE WORKING WELL DUE TO STRONG LEADERSHIP, GOOD PREPLANNING BEFORE THE CONSOLIDATION TOok EFFECT, STRONG MEDIA SUPPORT, AND ATTENTION TO PUBLIC CONCERNS. IT IS RECOMMENDED THAT THE OPERATION BE THOROUGHLY STUDIED AFTER 5 YEARS AS A POSSIBLE MODEL FOR OTHER POLICE CONSOLIDATIONS.

CONSOLIDATION

EFFECTIVENESS OF THE MICHIGAN POLICE DEPARTMENT ARE PROVIDED. ALSO INCLUDED IS A 13 PAGE BIBLIOGRAPHY.
Availability: NCJRS MICROFICHE PROGRAM.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; FLORIDA GOVERNOR'S COUNCIL ON CRIMINAL JUSTICE.
Availability: NCJRS MICROFICHE PROGRAM.

REPORT ON THE CITY-COUNTY MERGER OF GOVERNMENT AND LAW ENFORCEMENT SERVICES IN JACKSONVILLE AND DUVAL COUNTY, FLORIDA. DISCUSSED ARE THE CONDITIONS THAT LED UP TO CONSOLIDATION, THE PROCESS INVOLVED IN THE CITY-COUNTY MERGER, AND THE EFFECT OF CONSOLIDATION IN JACKSONVILLE AFTER FOUR YEARS UNDER THE NEW SYSTEM. A CHECKLIST IS INCLUDED UNDER EACH AREA WHICH REVIEWS THE JACKSONVILLE EXPERIENCE AND FOCUSES ON LESSONS LEARNED FROM THE MERGER WHICH WOULD BE INSTRUCTIVE TO OTHER COMMUNITIES CONTEMPLATING CONSOLIDATION.
Sponsoring Agencies: JACKSONVILLE OFFICE OF THE SHERIFF, COUNTY COURTHOUSE, JACKSONVILLE, FL 32202; FLORIDA GOVERNOR'S COUNCIL ON CRIMINAL JUSTICE.
Availability: NCJRS MICROFICHE PROGRAM.

32. KOEPSELL-GIRARD AND ASSOCIATES, INC. CONSOLIDATION OF POLICE SERVICES CASE STUDY JACKSONVILLE, FLORIDA—RESEARCH PAPERS, V 1. 270 P. 1973. NCJ-16113
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

33. KOEPSELL-GIRARD AND ASSOCIATES, INC. CONSOLIDATION OF POLICE SERVICES CASE STUDY JACKSONVILLE, FLORIDA—RESEARCH PAPERS, V 2. 257 P. 1973. NCJ-16025
Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; JACKSONVILLE OFFICE OF THE SHERIFF, COUNTY COURTHOUSE, JACKSONVILLE FL 32202; FLORIDA GOVERNOR'S COUNCIL ON CRIMINAL JUSTICE.
Availability: NCJRS MICROFICHE PROGRAM.

34. G. S. LLOYD, G. GREISINGER, AND H. EDWARDS. EVALUATION OF THE NORTHERN YORK COUNTY (PA) REGIONAL POLICE DEPARTMENT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 43 P. 1974. NCJ-17381
EVALUATES PROJECT IN WHICH COOPERATIVE POLICE SERVICES OF SEVERAL BOROUGHS AND TOWNSHIPS ARE REFINED TO INCLUDE ROUTINE PATROL, TRAFFIC ENFORCEMENT, 24-HOUR COMPLAINT SERVICE, AND CRIMINAL AND JUVENILE INVESTIGATION. THE EVALUATION OF THE NORTHERN YORK COUNTY REGIONAL POLICE DEPARTMENT (NYCRPD) WAS CONDUCTED IN TWO PHASES OVER A PERIOD OF TWO MONTHS BY A TWO-MAN EVALUATION TEAM OF PUBLIC ADMINISTRATION SERVICE (PAS). THE FIRST PHASE CONSISTED OF A ONE-DAY SITE VISIT IN JANUARY OF 1974 TO COLLECT BASIC DATA AND ESTABLISH THE GENERAL FRAMEWORK FOR CONDUCTING THE EVALUATION. METHODS OF OBTAINING INFORMATION INCLUDED BASIC DATA COLLECTION, GROUP INTERVIEWS, INDIVIDUAL INTERVIEWS, AND PARTICIPATION IN THE OBSERVATION OF
TOTAL CONSOLIDATION

OPERATIONS. THE SECOND PHASE INVOLVED THE DEVELOPMENT OF EVALUATION MEASURES TO DETERMINE WHETHER GOALS AND OBJECTIVES ARE BEING MET. IT WAS DECIDED THAT MEASURES OF EFFORT, EFFICIENCY, AND PERFORMANCE WOULD BE MADE. EVALUATION RESULTS AND RECOMMENDATIONS FOR FURTHER IMPROVEMENT ARE MADE IN THE FOLLOWING AREAS—CRIME, TRAFFIC AND SERVICE RECORD, RELATIONSHIPS WITH THE POLICE COMMISSION AND OTHER AGENCIES, RELATIONSHIPS WITH COMMUNITIES, ORGANIZATION, MANAGEMENT AND CONTROL PRACTICES, FIELD SERVICES, SUPPORT SERVICES, AND PERSONNEL MANAGEMENT.

SPONSORING AGENCY: PENNSYLVANIA GOVERNOR'S JUSTICE COMMISSION, PENNSYLVANIA DEPARTMENT OF JUSTICE, P O BOX 1167, FEDERAL SQUARE STA, HARRISBURG, PA 17120.

Availabilty: NCJRS MICROFICHE PROGRAM.


POLICE SERVICES IN THE INDIANAPOLIS METROPOLITAN AREA ARE EXAMINED TO COMPARE LARGER SCALE, CENTRALIZED POLICE DEPARTMENTS WITH SMALL, COMMUNITY-CONTROLLED DEPARTMENTS. MANY SCHOLARS AND ADMINISTRATORS HAVE URGED THE CONSOLIDATION OF POLICE AGENCIES SERVING A SINGLE METROPOLITAN REGION INTO ONE FORCE. OTHERS HAVE PROPOSED A RADICALLY DIFFERENT KIND OF REFORM—CREATING SMALLER POLICE DEPARTMENTS SUBJECT TO NEIGHBORHOOD CONTROL IN THE BIG CITIES. THIS STUDY EXAMINES THE EFFECT OF DIFFERENT FORMS OF COMMUNITY ORGANIZATION ON THE QUALITY OF POLICE SERVICES BY COMPARING DEPARTMENTS IN THREE SMALL, INDEPENDENT RESIDENTIAL COMMUNITIES IN MARION COUNTY, INDIANA WITH THOSE IN THREE CLOSELY MATCHED ADJACENT NEIGHBORHOODS IN INDIANAPOLIS. TO MEASURE POLICE OUTPUT, THE STUDY USED A CITIZEN SURVEY WHICH ASKED ABOUT THE RESPONDENTS EXPERIENCES WITH POLICE, CRIMINAL ACTIVITY DIRECTED AGAINST THEIR HOUSEHOLDS, AND GENERAL EVALUATION OF POLICE SERVICES IN THEIR NEIGHBORHOODS. THE RESULTS INDICATED A CONSISTENT PATTERN OF BETTER SERVICES BY THE SMALLER, COMMUNITY—CONTROLLED DEPARTMENTS.

THE STUDY ALSO LOOKED AT THE DIFFERENT PRODUCTION STRATEGIES USED BY THE TWO TYPES OF POLICE DEPARTMENTS. THE INDIANAPOLIS POLICE USE A TASK-ORIENTED STRATEGY INVOLVING HIGH LEVELS OF SUPPORTIVE SERVICES AND SPECIALIZED UNITS TO DEAL WITH PARTICULAR PROBLEMS. COMMUNITIES, ON THE OTHER HAND, USE A PATROL-ORIENTED STRATEGY IN WHICH A LARGER PROPORTION OF RESOURCES IS ALLOCATED TO PATROLLING THE AREA SERVED. THE STUDY WAS UNABLE TO DRAW CONCLUSIONS ABOUT THE RELATIVE EFFICIENCY OF THE TWO TYPES OF POLICE ORGANIZATION, SINCE BOTH THE AMOUNT OF RESOURCES DEVOTED TO POLICE SERVICES AND THE LEVEL OF QUALITY OF THOSE SERVICES WERE HIGHER IN THE SMALLER DEPARTMENTS.

Availability: SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212.

36. B. D. ROGERS AND C. M. LIPSEY. METROPOLITAN REFORM—CITIZEN EVALUATIONS OF PERFORMANCES IN NASHVILLE-DAVIDSON COUNTY, TENNESSEE. INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 25 p. NCJ-157255

SURVEY INDICATES HIGHER CITIZEN SATISFACTION WITH LOCALLY PROVIDED GOVERNMENT SERVICES THAN WITH SERVICES PROVIDED BY A LARGE METROPOLITAN GOVERNMENT. A QUESTIONNAIRE WAS DISTRIBUTED TO A SAMPLE POPULATION IN NASHVILLE, TENNESSEE REGARDING CITIZEN SATISFACTION WITH PUBLIC SERVICES DELIVERED BY A CENTRALIZED METROPOLITAN GOVERNMENT AND THE SAME SERVICES DELIVERED BY A SMALL UNIT OF GOVERNMENT. APPROXIMATELY 100 HOUSEHOLD SPOKESMEN WERE CHOSEN FROM TWO ADJOINING, PREDOMINATELY WHITE, LOWER-MIDDLE CLASS JURISDICTIONS. ONE OF THESE 500-RESIDENT NEIGHBORHOODS RECEIVED GOVERNMENT SERVICES PROVIDED BY THE PREVIOUSLY CONSOLIDATED NASHVILLE METROPOLITAN GOVERNMENT. THE OTHER PROVIDED ITS OWN SERVICES. HYPOTHESES WERE TESTED FOR A POSITIVE CORRELATION BETWEEN SERVICES PROVIDED BY A LARGE METROPOLITAN GOVERNMENT AND CITIZEN SATISFACTION WITH THOSE SERVICES. THESE HYPOTHESES WERE GENERALLY NOT SUPPORTED. SPECIFICALLY, THOSE RESPONDENTS FROM THE SERVICE SELF-SUFFICIENT COMMUNITY INDICATED A HIGHER DEGREE OF SATISFACTION WITH THE LEVEL OF SERVICES, A GREATER AMOUNT OF PERCEIVED GOVERNMENT CONCERN, AND A MORE EFFECTIVE POLICE FORCE THAN DID THOSE RESPONDING FROM THE MUNICIPALLY SERVICED COMMUNITY.

Availability: NCJRS MICROFICHE PROGRAM.


EARLIER ATTEMPTS BY THE ROYAL CANADIAN MOUNTED POLICE TO INSTITUTE CONSOLIDATED RURAL POLICING, AND PROPOSED APPROACH TO CONSOLIDATE POLICE SERVICES, RURAL POLICING IN THE PROVINCES HAS TYPICALLY BEEN PERFORMED BY MANY SMALL (UP TO FIVE MEN) UNITS OPERATING WITHIN SMALL GEOGRAPHICAL AREAS. POLICE SERVICE HAS BEEN IN RESPONSE TO CALLS WITH OCCASIONAL PATROL BASIS, IN WHICH THE WORK OF THE CONSTABLES IS LARGELY OFFICE ORIENTED. AN ATTEMPT TO CENTRALIZE OFFICES, WITH RESPONSIBILITY FOR LARGER TERRITORIES, WAS MADE IN 1966 AND REFERRED TO AS THE 'HUB CONCEPT'. CHIEF OPPOSITION TO THE PLAN WAS PUBLIC OPINION WHICH COMPLAINED OF REMOVAL OF POLICE PRESENCE AND LOSS OF POLICE-PUBLIC CONTACT. PREVENTION ORIENTED POLICING SERVICE (POPS) HAS BEEN DEVELOPED AS A CONSOLIDATION MEASURE WHICH ADDRESSES THE PROBLEMS FOUND IN THE HUB CONCEPT. POPS SEeks TO IMPROVE THE DISTRIBUTION OF POLICE RESOURCES IN RURAL AREAS WHILE CONDUCTING PREVENTIVE PATROL. IT IS BASED ON FOUR KEY FEATURES—SCIENTIFIC MANPOWER ALLOCATION, 24-HOUR REGULAR PATROL, FORMALIZED POLICE-LIST COMMUNITY RELATIONS EFFECTS, AND CONSOLIDATION (LARGER UNITS SERVING LARGER AREAS). A FIELD TEST SHOWED POPS TO BE SUCCESSFUL PERSONNEL AND TRAINING IMPLICATIONS ARE DISCUSSED.

Availability: NCJRS MICROFICHE PROGRAM.

38. SOUTH IOWA AREA CRIME COMMISSION. CONSOLIDATED LAW ENFORCEMENT IN IOWA. 209 p. 1974. NCJ-31779

THE LEGISLATIVE BACKGROUND FOR POLICE CONSOLIDATION IN IOWA IS PRESENTED AND A STEP-BY-STEP PLANNING AND PROCEDURAL GUIDE FOR THE FORMATION AND IMPLEMENTATION OF CONSOLIDATED COUNTY-WIDE POLICE FORCES IS PROVIDED. POLICE MANPOWER NEEDS ARE DISCUSSED IN VIEW OF POLICE WORKLOADS AND POLICE RESOURCES. SAMPLES OF ENABLING LEGISLATION ARE REPRODUCED. THE APPENDICES INCLUDE A SAMPLE CONSOLIDATION PROBLEM AND ALTERNATIVES FOR ITS SOLUTION; THE FORT MADISON, IOWA, POLICE DEPARTMENT INTERNAL OPERATIONAL MANUAL AND PROCEDURES; A SAMPLE RECORDS SYSTEM; AND AN IOWA POLICE SERVICE COST SURVEY.
39. US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION—REGION 8; SOUTH DAKOTA DIVISION OF LAW ENFORCEMENT ASSISTANCE, 200 WEST PLEASANT DRIVE, PIERRE SD 57501; SOUTHEASTERN COUNCIL OF LOCAL GOVERNMENTS, P O BOX 1859, SIOUX FALLS SD 57101. CLAY COUNTY (SD)—LAW ENFORCEMENT SYSTEM ANALYSIS. 85 p. 1976. NCJ-41451

This report evaluates the Clay County Sheriff's Department and the Vermillion (SD) Police Department as separate systems functioning within the county criminal justice system. A management analysis was performed of the organization, equipment, procedure, facilities, and staffing of these agencies to determine whether the public might better be served by a law enforcement delivery system (cooperative arrangements, shared auxiliary services, etc.) which is modified from the existing one. This examination of the Clay County law enforcement system isolated a number of major problems inherent within the centralized and predominantly rural oriented agency, including duplication of facilities, coordinational problems caused by inconsistent policies and procedures, limited manpower, limited patrol, inadequate records and intelligence information, inadequate supervision, and non-utilization of measurements in determining productivity. Specific comments are made which, if implemented, will improve the county criminal justice system and contribute to more effective management of law enforcement activities. Appended materials include a model for a small agency records system and a study of Clay County detention facilities and statistics.

40. Q. WILSON. THREE YEARS ON. GREAT BRITAIN POLICE RESEARCH SERVICES BRANCH, HORSEFERRY HOUSE, DEAN RYLE STREET, LONDON, ENGLAND. POLICE RESEARCH BULLETIN, N 23 (SPRING 1974), P 12-27. NCJ-13712

The post-regionalization success of police services in a Scottish county was made possible through suggestions obtained from a management consulting firm. The newly organized police jurisdiction was shackled with a command structure that dated from 1860. Consultants were called in and, as the result of their study, they made recommendations that are responsible for the success of the amalgamation. Physical facilities were reorganized and workloads were balanced to reflect peak crime times and areas. Computerized information was utilized for patrol deployment and traffic control. Many local police stations were closed to be replaced by store-front police "shops". The police shop provides a place of contact for the public in town centers that formerly had police stations. A switchboard operator is on hand and is able to locate and notify the police on request. In addition, certain personnel, recruiting, and training reforms have made this regionalization a publicly recognized success. This is the follow-up article to NCJ-10100.
Computerized Information Systems

41. ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. MUSKEGON COUNTY (MI)—CENTRAL POLICE DISPATCH EXEMPLARY PROJECT VALIDATION REPORT. 60 p. 1975. NCJ-16893

This regionalization of police services and centralization of communications is deemed generally effective. The organizational structure of the central police dispatch is considered responsive to all the agencies and personnel involved in the system. It is judged to be as modern, well-equipped, and efficient as any dispatching operation serving a comparable area and population. The system has a 911 emergency line, communications recording facilities, and the newest in portable radios. The dispatching operations are occasionally hampered by the differing policies and procedures of some participating agencies, but preservation of local autonomy is thought to be an important consideration. There is evidence of substantial savings through the introduction of the system along with an improvement in efficiency. The quality of the police communications system is also considered to have increased significantly. (Author abstract modified)


Availability: NCJRS MICROFICHE PROGRAM.

42. ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. NEW HAVEN (CT)—CASE INCIDENT REGIONAL REPORTING SYSTEM (CIRRS)—EXEMPLARY PROJECT VALIDATION REPORT. 161 p. 1976. NCJ-36858

This on-line mini-computer police information system makes operational information available to 17 participating localities in south central Connecticut on a right now basis. Information is obtained from four sources—CIRRS files, the state police collection system, the national law enforcement teletype system, and the national criminal information center. This report presents detailed information on the system's development, organization, and operation, including an overview of its hardware configuration, files, communication linkages, and geographical layout. The reporting system is then assessed according to each of the exemplary project criteria—goal achievements, replicability, efficiency, measurability, and accessibility. Evaluators concluded that the system provides the jurisdictions with immediate access to regional, state, and federal data bases, is used in a broad range of police activities, and offers extensive training on how to operate the system. However, the system operates almost exclusively on police data, maintains limited operating statistics for system monitoring and evaluation, provides computerized geocoding and map preparation for the city of New Haven only, and gives the dispatcher considerable discretion, rather than a formal procedure. Therefore, this program did not receive an exemplary designation. An extensive appendix contains sample project forms, system data and documentation, and comments on the system by the search group.


Availability: NCJRS MICROFICHE PROGRAM.

43. ARTHUR YOUNG AND COMPANY. SAN DIEGO REGION—COORDINATED COMMUNICATIONS AND RECORDS SYSTEM—PROJECT A/B—COORDINATED PUBLIC SAFETY COMMUNICATIONS AND DISPATCHING—FINAL REPORT. 150 p. 1974. NCJ-36334

The primary emphasis of this four-project study was to define how the public should be provided access to local public safety agencies in the San Diego region. Also investigated was how these agencies systematically should process and respond to those requests for public assistance. A major output was to meet the state legislative requirement for a plan to implement a 911 emergency telephone system for the region. Project A was concerned with a coordinated dispatching system that would enhance response time and performance in situations requiring mutual aid. It also considered possible combinations of resources that could satisfy diverse operational needs while providing management control and potential cost savings. Project B was concerned with the access to central records information and the ratio frequency and equipment used by all public safety agencies.
AGENCIES IN THE REGION. THESE TWO STUDIES WERE COMBINED AND CONDUCTED SIMULTANEOUSLY. THE RESULT OF THIS STUDY (A DESIGN FOR A REGIONAL EMERGENCY COMMUNICATIONS AND RESPONSE PLAN, INCLUDING A 911 SYSTEM) IS DESCRIBED IN THIS REPORT. THE BACKGROUND, PURPOSE, AND FEATURES OF 911 CONCEPTS ARE DESCRIBED AND THE DATA COLLECTION AND TECHNICAL CONSIDERATIONS IN THE STUDY RECOMMENDATIONS ARE DISCUSSED. ALSO DETAILED ARE THE SPECIFIC SYSTEM RECOMMENDED (INCLUDING OPERATIONS, EQUIPMENT, AND FACILITY NEEDS, STAFFING AND COSTS, AND INTERMEDIATE 911 PLANS), IMPLEMENTATION PLANS, AND RECOMMENDED ORGANIZATION. IN ADDITION, OTHER MATTERS SUCH AS RADIO COMMUNICATION AND COORDINATED RECORDS ARE DISCUSSED. THE REPORT CONCLUDES WITH A SERIES OF APPENDIXES CONTAINING PERTINENT STATISTICAL DATA. FOR THE FINAL REPORTS ON PROJECTS C AND D, SEE NCJ-036335-37. (AUTHOR ABSTRACT MODIFIED)

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

**Availability:** NCJRS MICROFICHE PROGRAM.

### 44. ARTHUR YOUNG AND COMPANY, SAN DIEGO REGION—COORDINATED COMMUNICATIONS AND RECORDS SYSTEM—PROJECT C—RESPONSE TO UNUSUAL OCCURRENCES FINAL REPORT. 75 p. 1974. NCJ-36335

THE PRIMARY EMPHASIS OF THIS FOUR-PROJECT STUDY WAS TO DEFINE HOW THE PUBLIC SHOULD BE PROVIDED ACCESS TO local public safety agencies in the San Diego region. ALSO INVESTIGATED WAS HOW THESE AGENCIES SYSTEMATICALLY SHOULD PROCESS AND RESPOND TO THOSE REQUESTS FOR PUBLIC ASSISTANCE. A MAJOR OUTPUT WAS TO MEET THE STATE LEGISLATIVE REQUIREMENT FOR A PLAN TO IMPLEMENT A 911 EMERGENCY TELEPHONE SYSTEM FOR THE REGION. PROJECT C WAS A STUDY OF REGIONAL RESPONSE TO UNUSUAL OCCURRENCES, SUCH AS AN EARTHQUAKE, MAJOR FIRE, OR CIVIL DISTURBANCE, DESIGNED TO IMPROVE THE EXISTING RESPONSE CAPABILITIES OF GOVERNMENT AGENCIES IN THE SAN DIEGO REGION. THE FOCUS OF THE STUDY WAS ORGANIZATIONAL AND PROCEDURAL CONSIDERATIONS RATHER THAN FACILITY AND HARDWARE NEEDS. THE BULK OF THIS REPORT CONTAINS DETAILED DISCUSSIONS OF THE STATUS AND SHORTCOMINGS OF EXISTING PREPAREDNESS PLANNING AND RECOMMENDATIONS FOR IMPROVEMENT, INCLUDING ANALYSIS OF ALTERNATIVES TO STUDY RECOMMENDATIONS WHERE APPROPRIATE, CONSIDERED INDIVIDUALLY ARE ORGANIZATIONAL PLANNING AND STRUCTURE, PLANNING ACCOMPLISHMENTS, TRAINING, AND RESOURCE INVENTORIES. A DETAILED DESCRIPTION OF THE IMPLEMENTATION PLAN, INCLUDING ESTIMATED MAN-HOUR REQUIREMENTS, APPENDED ARE A LIST OF THE REFERENCES REVIEWED, IN AN EFFORT TO IDENTIFY EXISTING DEFICIENCIES, A COPY OF THE RESOURCE QUESTIONNAIRE DEVELOPED TO PROVIDE DATA SUPPORT FOR EMERGENCY RESPONSE PLANNING, AND SUGGESTED DATA DISPLAY FORMATS. FOR THE FINAL REPORTS ON PROJECTS A/B AND D, SEE NCJ-036334—36, AND 37.

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

**Availability:** NCJRS MICROFICHE PROGRAM.

### 46. ATLANTIC RESEARCH CORPORATION, 5390 CHEEROKE AVENUE, ALEXANDRIA VA 22314. FLORIDA COUNTY AND MUNICIPAL LAW ENFORCEMENT COMMUNICATIONS PLAN. 186 p. 1973. NCJ-13674

PLAN FOR ORGANIZATION OF NETWORKS FOR FLORIDA POLICE AGENCIES EXCLUDING THE COUNTIES OF BROWARD, DADE, MONROE, AND PALM BEACH. THE RATIONALE USED IN DEVELOPING THE COMMUNICATIONS REQUIREMENTS ARE DESCRIBED. THESE INCLUDE THE REQUIRED CHANNEL ALLOCATIONS, THE COORDINATION REQUIREMENTS, THE DISPATCHING REQUIREMENTS, THE TELEPHONE REQUIREMENTS, THE IMMEDIATE EQUIPMENT REQUIREMENTS, AND THE TELEPHONE REQUIREMENTS. THE COMMUNICATIONS REQUIREMENTS FOR EACH AGENCY INCLUDED IN THIS PLAN WERE DEVELOPED FROM A DESCRIPTION OF EACH AGENCY'S COMMUNICATIONS EQUIPMENT, FACILITIES, AND OPERATIONAL CHARACTERISTICS. QUANTITATIVE REQUIREMENTS FOR EACH AGENCY, BOTH IMMEDIATE AND THROUGH 1982, ARE PRESENTED. THIS COMMUNICATION PLAN IS BASED UPON A CONCEPT INVOLVING ESTABLISHMENT OF 56 MOBILE RADIO ZONES WITHIN THE STATE. A MOBILE RADIO ZONE REFERS TO A GEOGRAPHICAL AREA WITHIN WHICH ALL AGENCIES PARTICIPATE IN A COORDINATED COMMUNICATIONS POLICE SYSTEM. SUFFICIENT CHANNELS ARE PROVIDED IN EACH MOBILE RADIO ZONE TO ALLOW INTERFERENCE-FREE AND LIGHTLY LOADED CHANNEL CONDITIONS FOR ALL AGENCIES. FEATURES OF THE PLAN INCLUDE A TEN-YEAR PLAN, MULTICHANNEL CAPABILITY FOR ALL AGENCIES, DEDICATED PRIMARY CHANNELS FOR LARGE AGENCIES, SHARED CHANNELS FOR SMALL AGENCIES, TOLL-FREE, EASY-TO-REMEMBER TELEPHONE NUMBERING SYSTEM, AND STANDARIZED POLICE RADIO PROCEDURES. FOUR APPENDIXES ARE INCLUDED WHICH DESCRIBE SOME BASIC CONSIDERATIONS INHERENT IN UNDERSTANDING AND IMPLEMENTING THIS PLAN. APPENDIX A DESCRIBES THE MATHEMATICAL METHOD FOR DETERMINING MAXIMUM LOADING OF A CHANNEL. APPENDIX B OUTLINES THE FACTORS THAT MUST BE CONSIDERED IN ESTABLISHING A COOPERATIVE DISPATCH CENTER AND INCLUDES A TYPICAL INTER-LOCAL AGREEMENT THAT WOULD REPRESENT THE CONTRACT AMONG THE MEMBER AGENCIES OF A COOPERATIVE DISPATCH CENTER. APPENDIX C CONTAINS AN ANALYSIS OF GEOGRAPHIC SEPARATION REQUIRED FOR INTERFERENCE-FREE OPERATION, AND APPENDIX D PRESENTS A TYPICAL OPERATIONAL PROCEDURES HANDBOOK WHICH WOULD BE UTILIZED BY THE PARTICIPATING AGENCIES FOR THE UTILIZATION OF THE SPECTRUM, TAKING INTO ACCOUNT DEFICIENCIES CAUSED BY EXISTING GOVERNMENTAL AGENCIES. THIS STAGE OF THE PROJECT WAS TO TAKE STEPS TOWARD THE GOAL OF STIMULATING FAVORABLE PUBLIC RESPONSE TO FITTING THE REGIONAL CONCEPT OF COMMUNICATION MANAGEMENT TO THE EXISTING GOVERNMENTAL POLICIES AND REQUIREMENTS OF THE PROJECT'S EFFORTS, EXAMPLES OF POLICE COOPERATION IN OTHER AREAS, AND RECOMMENDATIONS TO THE PROJECT STEERING COMMITTEE ARE PROVIDED. AMONG THESE RECOMMENDATIONS ARE THE USE OF INTERLOCAL CONTRACTS OR AGREEMENTS TO GAIN NEW NETWORK ARRANGEMENTS, AND THE INTRODUCTION OF AN INTERSTATE COMPACT TO THE LAKE MICHIGAN AREA STATE LEGISLATURES.

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

**Availability:** NCJRS MICROFICHE PROGRAM.

### 45. ASSOCIATED PUBLIC-SAFETY COMMUNICATIONS OFFICERS, INC., P O BOX 6714, PHOENIX AZ 85065. ILLINOIS—POLICE COMMUNICATIONS STUDY—PHASE 2. 129 p. 1969.

RESULTS OF A STUDY TO DEVELOP A BASIS FOR UNDERSTANDING OF HOW INTERMUNICIPAL COOPERATION IN POLICE COMMUNICATIONS CAN BE FORMALLY ArrANGED WITHIN THE LAKE MICHIGAN METROPOLITAN AREA. TO IMPROVE POLICE COMMUNICATIONS SYSTEMS, REDUCE INTERFERENCE PROBLEMS, AND TO GAIN EFFICIENT USE OF THE FREQUENCY SPECTRUM. THE NEED FOR COORDINATED EFFORTS BY ALL POLICE COMMUNICATIONS AGENCIES IN A GIVEN REGION IS SEEN AS VITAL. A NINE MONTH STUDY WAS UNDERTAKEN ON APRIL 1, 1969, TO DEVELOP A PLAN FOR EFFECTIVE COOPERATIVE NETWORK ARRANGEMENT FOR THE UTILIZATION OF THE SPECTRUM, TAKING INTO ACCOUNT DEFICIENCIES CAUSED BY EXISTING GOVERNMENTAL AGENCIES. THIS STAGE OF THE PROJECT WAS TO TAKE STEPS TOWARD THE GOAL OF STIMULATING FAVORABLE PUBLIC RESPONSE TO FITTING THE REGIONAL CONCEPT OF COMMUNICATION MANAGEMENT TO THE EXISTING GOVERNMENTAL POLICIES AND REQUIREMENTS OF THE PROJECT'S EFFORTS, EXAMPLES OF POLICE COOPERATION IN OTHER AREAS, AND RECOMMENDATIONS TO THE PROJECT STEERING COMMITTEE ARE PROVIDED. AMONG THESE RECOMMENDATIONS ARE THE USE OF INTERLOCAL CONTRACTS OR AGREEMENTS TO GAIN NEW NETWORK ARRANGEMENTS, AND THE INTRODUCTION OF AN INTERSTATE COMPACT TO THE LAKE MICHIGAN AREA STATE LEGISLATURES.

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

**Availability:** NCJRS MICROFICHE PROGRAM.
47. M. F. Bockelman. ALERT II—Progress Toward a Computerized Criminal Justice System. Kansas City (MO) Police Department, 805 North Sixth Street, Kansas City MO 67068. 36 p. 1972. NCJ-07939 Description of the Kansas City Police Department Computer System which serves approximately 35 law enforcement agencies in MO, counties and adjacent KS. Communities. Telecommunication data links provide information for operational, administrative, and management functions of police, courts, prosecution, corrections, and probation in the regional area supported. The document includes a history of the implementation of ALERT in 1968 and subsequent development of ALERT 2 in July 1972. Graphic descriptions of 18 elements of the system, from arrest reporting through municipal court docket to uniform crime reporting are presented. A section on computer management principles is included.

Supplemental Notes: Presented to the National Symposium on Criminal Justice Systems, Oct 1972.

48. W. H. Carbone. South Central Connecticut Police Regional Information System. South Central Judicial Justice Supervisory Board, 250 Orange Street, New Haven CT 06510. 16 p. NCJ-37904 Description of the management, operation, police utilization, capabilities, and security of this on-line communications system which makes operational information available to regional agencies in MO, counties, and adjoining CT. "Now" basis, the case incident regional reporting system CiRRS became fully operational in January, 1975, with fourteen police departments (original South Central Region Members) sharing criminal case records and warrant information via a computer terminal located in each department. The CiRRS allows immediate access, through a mini-computer switching device, to regional case record information stored in a central computer located in the city of New Haven, as well as motor vehicle and stolen property files contained in the state collect (connecticut on-line law enforcement communications and teleprocessing system) located in Hartford, Connecticut, at the heart of the CiRRS are two extensive record files: the case incident record file and the master name file.

Availability: NCJRS Microfiche Program.

49. A. B. Carroll, J. F. Bailey, W. Behr, and M. A. Knapp. Computer Aided Dispatching for Law Enforcement Agencies. Community Technology Inc. 34 p. NCJ-17941 This report describes the system, operation, functions, and editing capabilities of the automated interactive dispatch (AID) system. The AID is basically a data acquisition, storage and retrieval system capable of semi-automating the processing of radio tickets, maintaining dynamic mobile unit status, providing a rapid and efficient automated interface with the real-time criminal justice information system, and generating reports. This computer-aided dispatch system, developed for use in small cities, is designed to allow shared use between several police departments. The sharing departments operate independently but have the advantage of cost-sharing a centralized mini-computer facility and immediate back-up capability during emergencies. The AID system provides the radio dispatcher with a pre-formatted electronic dispatch ticket which automatically captures data in machine-sensible form as it is entered. The dispatcher has immediate access to the status of all mobile units plus a dynamic backlog of unassigned incidents. The system automatically generates reports (daily log sheets, unit activity reports, ticket listings, etc.) from the data it has in storage. The first aid system for a multiplicity application is in operation in the villages of Oak Park, River Forest, and Forest Park, Illinois.

Availability: NCJRS Microfiche Program.

50. Cincinnati Division of Data Processing. Project CLEAR (County Law Enforcement Applied Regionally) OLEA Grant N 167—A First Year Report. 30 p. 1968. NCJ-10138 Development of Project CLEAR, a regional police information system serving all law enforcement agencies in Cincinnati and Hamilton County. Project CLEAR is a part of Cincinnati's Regional Computer Center, an electronic data processing center serving all City Agencies. This report contains the management concept, design concept, systems specifications, and hardware and facility details for the entire regional computer center. But concentrates on the communications network, operations, staff development, and level of implementation of CLEAR. Long range goals for CLEAR, which utilizes a random file concept and which will be in operation at all times, include developing interfaces with the "leads" program of the Ohio Highway Patrol, and possibly a similar system in Kentucky. For report summary, see NCJ-00524.

Sponsoring Agency: US Department of Justice Law Enforcement Assistance Administration.

Availability: NCJRS Microfiche Program.

51. Cincinnati/Hamilton County Regional Computer Center. Cincinnati/Hamilton County Regional Computer Center Annual Report. 127 p. 1967. NCJ-00077 An area wide police information system in real-time, the Hamilton County Police Association Study Committee surveyed police records operations. This survey led to the following conclusions: (1) An accelerating trend toward urbanization and a rapidly increasing population has resulted in isolated communities growing together; (2) In relation to the crime problem, the social importance of political boundaries has been almost totally eliminated; (3) Factors which have produced steadily increasing crime rates have brought about an ever increasing public dependence on law enforcement bodies. These conditions have led to the conclusion that (1) methods of collecting and processing police information must be revised and upgraded; (2) the scope, content, and accuracy of indices and files must be upgraded; (3) present practices relating to access, retrieval, and upgrading of police data are inadequate; (4) the sufficiency of records systems influences the validity of police action. The conclusions can be traced directly to: (1) Present records systems cannot meet demands of the service; (2) present records are too dependent on manual operation; (3) Few law enforcement agencies have the assistance of skilled record management personnel; (4) There must be...
DEVELOPMENT AND ACCEPTANCE OF STANDARDS GOVERNING RECORDS MANAGEMENT. BASICALLY, THE GOAL OF PROJECT CLEAR IS TO PROVIDE AREA WIDE POLICE INFORMATION TO EACH PARTICIPATING DEPARTMENT ON A REAL-TIME BASIS. THIS MEANS A RESPONSIVENESS TO CHANGING POLICE NEEDS ON A 24-HOUR, 7-DAYS A WEEK BASIS. ACTIVITY AREAS COVERED WILL BE—ARREST WARRANTS, STOLEN VEHICLES, STOLEN PROPERTY, ARREST REPORTING, OFFICER ACTIVITY ANALYSIS, CRIME REPORTING, STATISTICS.

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

**Availability:** NCJRS MICROFICHE PROGRAM.

52. **COLUMBIA REGION INFORMATION SHARING SYSTEM, 4747 EAST BURNSIDE, PORTLAND OR 97215.** CRSS—COLUMBIA REGION INFORMATION SHARING SYSTEM. 30 p. NCJ-13624

REPORT OF A REGIONAL CRIMINAL JUSTICE INFORMATION SYSTEM, INCLUDING PROJECT MANAGEMENT, CURRENT SYSTEMS, SCHEDULED SYSTEMS AND RELATED ISSUES, WITH ORGANIZATIONAL CHARTS. THE CRSS SYSTEM SERVES THE CRIMINAL JUSTICE SYSTEM OF FIVE COUNTIES IN THE STATES OF OREGON AND WASHINGTON. THE EXECUTIVE BOARD, POLICY AND RESOURCE COMMITTEES, PERSONNEL, DATA PROCESSING AUTHORITY, FUNDING, AND OTHER ASPECTS OF PROJECT MANAGEMENT ARE DISCUSSED. DESCRIPTIONS OF CURRENT SYSTEMS ARE INCLUDED. AMONG THESE ARE THE PERSONS, VEHICLE, AND CRIME FILES. SYSTEMS SCHEDULED FOR IMPLEMENTATION INCLUDE DEPARTMENT SYSTEMS AND COURT, PROSECUTION AND JAIL MANAGING SYSTEMS. SYSTEMS STILL IN THE PLANNING STAGES ARE ALSO INDICATED. RELATED ISSUES SUCH AS SECURITY, FUNDING, AND STANDARDIZATION OF PROCEDURES OF THE AGENCIES INVOLVED ARE DISCUSSED AS WELL. APPENDIXES INCLUDE SAMPLE CRIME REPORT AND SECURITY REPORT FORMS.

**Availability:** NCJRS MICROFICHE PROGRAM.


TECHNICAL ASSISTANCE STUDY OF THE COMBINED RECORDS AND FILING SYSTEMS OF THE PASCO (WA) POLICE DEPARTMENT AND THE FRANKLIN COUNTY (WA) SHERIFF'S OFFICE, WHICH CONSOLIDATED IN MAY 1972. THE TWO LAW ENFORCEMENT AGENCIES CONSOLIDATED TO PROVIDE MORE EFFICIENT SERVICE DELIVERY TO A PORTION OF THE APPROXIMATELY 100,000 PEOPLE RESIDING IN A 15 MILE CIRCLE SERVED BY 7 DIFFERENT POLICE AGENCIES. THE CONSULTANT CONDUCTED AN ON-SITE VISIT IN SEPTEMBER 1973 AND, UPON EXAMINATION, FOUND THAT WHILE THE FILING SYSTEM WAS BASICALLY SOUND, THERE WAS ROOM FOR IMPROVEMENT IN THE REPORTING SYSTEM. HE IDENTIFIED THE NEED FOR FORMALIZATION IN WRITING OF THE ENTIRE SYSTEM AS THE GREATEST NEED. RECOMMENDATIONS ARE MADE FOR GENERAL REQUIREMENTS OF A REPORTING SYSTEM AS WELL AS FOR FORMS TO BE USED. IT IS SUGGESTED THAT THESE FORM THE BASIS OF THE FORMALIZATION AND AGREEMENT.

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

**Availability:** NCJRS MICROFICHE PROGRAM.

54. **P. D. DEWITT. MERCER COUNTY (OH)—FEASIBILITY OF A CENTRALIZED RECORDS AND COMMUNICATION CENTER—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 34 p. 1976. NCJ-32198

THIS FEASIBILITY STUDY, DATED JANUARY 23, 1976, WAS PREPARED FOR THE MERCER COUNTY SHERIFF'S DEPARTMENT, WHOSE 22 PERSONNEL (17 SWORN) PROVIDE POLICE SERVICES TO 36,903 PERSONS ON 471 SQUARE MILES. THE REPORT RECOMMENDS THE ESTABLISHMENT OF A CENTRALIZED RECORDS AND COMMUNICATION CENTER FOR MERCER COUNTY. IT ALSO SUGGESTS THAT FINAL PLANNING BE DONE BY A JOINT LAW ENFORCEMENT COUNCIL. UNIFORM CRIME REPORT STATISTICS ARE PRESENTED FOR MERCER COUNTY.

**Sponsoring Agency:** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

**Availability:** NCJRS MICROFICHE PROGRAM.


A COMPUTER-BASED DATA SYSTEM DESIGNED TO HELP LAW ENFORCEMENT AGENCIES IN ORANGE COUNTY, CALIF., DEAL WITH THE PROBLEM OF MULTIJURISDICTIONAL BURGLARIES IS EVALUATED. THE 45-MONTH LEAA-FUNDED PROJECT HAD AS ITS GOAL THE DESIGN, DEVELOPMENT, AND IMPLEMENTATION OF A DATA SYSTEM TO PROVIDE ORANGE COUNTY POLICE WITH INFORMATION USEFUL IN THE PREVENTION OF BURGLARIES, THE CLEARANCE OF COMMITTED BURGLARIES, AND THE APPREHENSION OF BURGLARY SUSPECTS. THE SYSTEM THAT EVOLVED IS AN ONLINE PAWN FILE, WHICH MAINTAINS INFORMATION SUCH AS GUNS, OFFICE EQUIPMENT, AND ELECTRONIC RECORDING APPLIANCES BROUGHT TO PAWN STORES. THE PROJECT EVALUATION IS BASED ON INTERVIEWS WITH SYSTEM USERS, ONSITE VISITS, REVIEW OF PROJECT DOCUMENTS, AND MAIL SURVEYS OF INVESTIGATORS AND EXECUTIVES IN ORANGE COUNTY POLICE AGENCIES. IT IS CONCLUDED THAT THE PROJECT HAS MADE A SIGNIFICANT CONTRIBUTION TO INCREASING POLICE PRODUCTIVITY IN ORANGE COUNTY AT A REASONABLE COST, HAS PROVIDED A USEFUL INVESTIGATIVE TOOL, AND IS DESERVING OF CONTINUED SUPPORT. DETAILS OF THE EVALUATION ACTIVITIES AND FINDINGS ARE PRESENTED TOGETHER WITH SUPPORTING DATA AND DOCUMENTATION. PROJECT EXPERIENCES RELEVANT TO THE PLANNING OF REGIONAL LAW ENFORCEMENT PROGRAMS ARE NOTED.

**Sponsoring Agencies:** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; CALIFORNIA OFFICE OF CRIMINAL JUSTICE PLANNING, 7171 BOWLING DRIVE, SACRAMENTO CA 95823.

56. **G. D. EASTMAN. FORT COLLINS (CO)—POLICE DEPARTMENT—FEASIBILITY OF CONSOLIDATION OF RECORDS AND COMMUNICATIONS FUNCTION POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 14 p. 1976. NCJ-35207

Recommending that a bicounty records and communication planning committee be developed, that records for all jurisdictions of both counties, and be centralized in Fort Collins (Larimer County), that each county have a single communications center interfaced directly with each other and with the records center, and that the 911 telephone emergency reporting system be adopted in each county. Several organizational and management alternatives for providing centralized records/communications/data processing services within the two counties are also identified.

Sponsoring Agency: U.S. Department of Justice Law Enforcement Assistance Administration.

Availability: NCJRS Microfiche Program.


This communications study, dated April 20, 1977, was performed for the Fremont Police Department, whose 169 personnel (113 sworn) serve 117,000 persons living in an area of 84.3 square miles. The two primary objectives of the technical assistance assignment were: to analyze the Fremont police department radio frequency problem and recommend the best solution, and to provide a feasibility study of the consolidated central dispatch concept as applied to the four cities in Southern Alameda County. Following an analysis of the problem, the consultant offers his findings, conclusions, and recommendations. The bulk of the text consists of appended material that reports on a survey of the four cities.


Plans to integrate city and county law enforcement communications operations in Bellingham, Whatcom County, Wash., are evaluated, and recommendations for facilitating the integration are presented. Having tentatively agreed to establish a new, consolidated communications center, to introduce a 911 telephone system, and to automate the activities and records of the consolidated center, the city and county requested technical assistance in the form of a study of existing police communications in the county and the proposed consolidation and automation. The technical assistance report describes existing conditions and draws conclusions about the proposals for upgrading police communications and dispatch services. The city and county are urged to cooperate in the introduction of the 911 system with the opening of the new communications center, to proceed with plans to implement a computer-assisted dispatch system, and to include a management information system as part of the dispatch automation plan. Specific recommendations for hardware, layout of the communications center, and administration and operation of the center are offered.

Sponsoring Agency: U.S. Department of Justice Law Enforcement Assistance Administration.

Availability: NCJRS Microfiche Program.
AGENCY AND IN OPTIMIZING SERVICE TO THE POLICE: (1) INVOLVING POLICE LEADERSHIP IN POLICYMAKING THROUGH AN ORGANIZATION SUCH AS THE REJIS LAW ENFORCEMENT POLICY ADVISORY COMMITTEE; (2) INSTITLING A SENSE OF PRESTIGE AND UNDERSTANDING IN THE DISPATCHERS AND OTHER PERSONNEL WHO USE THE REJIS TERMINALS AND WHO INDIRECTLY EDUCATE POLICE OFFICERS IN THE USE OF REJIS; (3) CONVINCING POLICE COMMANDERS OF THE COMPUTER’S POTENTIAL FOR PRODUCING MANAGEMENT REPORTS AND TRANSFERRING RECORDS FROM ONE TYPE OF AGENCY TO ANOTHER; AND (4) MAKING CERTAIN THAT THE COMPUTER CENTER’S PLANS FOR LONG TERM SYSTEMS DEVELOPMENT ARE BUILT UPON THE NEEDS PERCEIVED BY POLICE COMMANDERS.

62. R. F. INGRAM. WENATCHEE (WA) POLICE DEPARTMENT AND CHELAN COUNTY (WA) SHERIFF’S DEPARTMENT—RECORD SYSTEM CONSOLIDATION FEASIBILITY STUDY—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 16 p. 1977. NCJ-38916 DATED JANUARY 1977, THIS REPORT PRESENTS RESULTS OF A STUDY WHICH DETERMINED TO WHAT EXTENT THE RECORDS SYSTEMS SHOULD BE CONSOLIDATED AND WHAT IS NEEDED TO ACCOMPLISH THAT LEVEL OF CONSOLIDATION. THE WENATCHEE POLICE DEPARTMENT, WITH A SWORN STRENGTH OF 43 OFFICERS, SERVES A POPULATION OF 17,000. THE CHELAN COUNTY SHERIFF’S OFFICE, WHICH SERVES A POPULATION OF 41,000 LOCATED IN A 2,926 SQUARE MILE AREA. THIS TECHNICAL ASSISTANCE EFFORT WAS DESIGNED TO STUDY THE INDIVIDUAL AND COLLECTIVE INFORMATIONAL REQUIREMENTS FOR AN AUTOMATED AND CONSOLIDATED RECORDS SYSTEM; TO STUDY THE FEASIBILITY OF ITS IMPLEMENTATION, AND TO EXAMINE METHODS AND APPROACHES BY WHICH TO ACCOMPLISH THE CONSOLIDATION. THE TWO RECORDS SYSTEMS WERE REVIEWED AND FOUND GENERALLY TO BE OPERATING EFFECTIVELY; HOWEVER, SOME COMMON PROBLEMS WERE NOTED. A LONG RANGE RECOMMENDATION WAS MADE FOR CONSTRUCTION OF A NEW CITY/COUNTY BUILDING WITH A CONSOLIDATED RECORDS UNIT. IN ADDITION, IT IS RECOMMENDED THAT THE CITY AND COUNTY DEVELOP POLICY AND PROCEDURES FOR THEIR MANUAL SYSTEMS, DESIGN A MICROFILMING SYSTEM, AND DESIGN AND PURCHASE AN AUTOMATED INDEXING SYSTEM WITH THE CAPABILITY OF STORING OTHER DATA.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

63. KELLY SCIENTIFIC CORPORATION. PRESENT STATUS AND RESOURCES OF POLICE MOBILE COMMUNICATIONS IN THE STATE OF NEW YORK—400 p. 1969. NCJ-09659 FIRST PHASE OF A PROGRAM TO DEVELOP A RATIONAL ENGINEERING DESIGN APPROACH TO THE PROBLEMS OF POLICE MOBILE RADIO IN NEW YORK STATE. A COUNTY-BY-COUNTY REVIEW OF LAW ENFORCEMENT COMMUNICATIONS RESULTED IN THE DEVELOPMENT OF A TENTATIVE APPROACH TO REGIONALIZATION FOR POLICE MOBILE RADIO. THE REPORT PRESENTS DATA TO IDENTIFY AND HIGHLIGHT THE AREAS OF FIRST ACTION, THOSE THAT SHOW INDICATIONS OF HIGH CRIME ACTIVITY AND THAT CAN SERVE AS KERNEL AREAS FOR THE FIRST PHASE OF REGIONAL COMMUNICATIONS DEVELOPMENT. ANALYSIS PROVIDED INSIGHT INTO THE POSSIBLE ADDITIONAL MOBILE RADIO FREQUENCY CHANNELS REQUIRED FOR A SATISFACTORY STATEWIDE SYSTEM. THE FIVE COUNTIES COMPRISING NEW YORK CITY ARE NOT COVERED IN THIS REPORT.

(AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: NEW YORK OFFICE OF CRIME CONTROL PLANNING.

64. J. R. MANSELL. INFORMATION SYSTEM INTEGRATES POLICE, FIRE AND EMERGENCY DATA—AT CITY OF LONG BEACH, CALIFORNIA. CORP ORGANIZATION INC, 37 WEST 38TH STREET, NEW YORK NY 10018. LAW AND ORDER, V 21, N 4 (APRIL 1973), P 42, 44, 46, 48, 50 & 106. NCJ-10855 DESCRIPTION OF THE LONG BEACH, CALIFORNIA, PUBLIC SAFETY INFORMATION SYSTEM, WHICH AVOIDS DUALIZATION EFFORT BY ENCOMPASSING A WIDE SPECTRUM OF MUNICIPAL FUNCTIONS. THE TASK OF THE LONG BEACH SYSTEM IS TO INCORPORATE THE NEEDS OF ALL THE FUNCTIONAL ENTERPRISES INVOLVED IN PUBLIC SAFETY—THE POLICE DEPARTMENT, FIRE DEPARTMENT, AND EMERGENCY PREPAREDNESS ORGANIZATION—as well as all of the licensing and code enforcement activities that are related to public safety. THE SYSTEM IS GEARED TO ONLINE ENTRY AND RETRIEVAL OF DATA. USERS INTERACT DIRECTLY WITH IT THROUGH THE USE OF REMOTE TELEPROCESSING TERMINALS THAT ARE CONNECTED BY PHONE LINE TO THE COMPUTER. VISUAL DISPLAY TERMINALS MAKE POSSIBLE FAST ENTRY OF DATA DIRECTLY TO THE COMPUTER FILES, AND ALSO PERMIT IMMEDIATE DISPLAY OF DATA TO USERS ON DEMAND. (AUTHOR ABSTRACT)

65. R. L. MARX. FAIRFIELD COUNTY (CT)—REGIONAL LAW ENFORCEMENT INFORMATION SYSTEM DEVELOPMENT—POLICE TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE JUSTICE INSTITUTE. 16 p. 1976. NCJ-37333 THIS REGIONAL POLICE INFORMATION SYSTEM ALTERNATIVES ANALYSIS WAS PERFORMED FOR THE FAIRFIELD COUNTY (CT) PLANNING OFFICE WHICH SERVES GREENWICH, WILTON, NEW CANAAN, DARIEN, NORWALK, AND STAMFORD AND IS DATED 9-76. FOUR ALTERNATIVES ARE DISCUSSED—STAY WITH A MANUALLY EMERGENCY SYSTEM, ACCESS THE BRIDGEPORT (CT) SYSTEM, DEVISE A MINICOMPUTER SUBREGIONAL SYSTEM, OR IMPLEMENT THREE TO SIX SEPARATE SYSTEMS. THE CONSULTANT RECOMMENDS FIRSTLY, THAT MORE PLANNING BE DONE BY THE PLANNING ADMINISTRATION, AND THAT IF IT IS DECIDED TO GO AHEAD TO A COMPUTERIZED SYSTEM, THE FEASIBILITY OF TYPING-IN TO THE EXISTING BRIDGEPORT SYSTEM SHOULD BE INVESTIGATED FURTHER.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

CONSOLIDATION

A description of capabilities, a list of definitions, and a list of code numbers for the regional dispatch center of Missouri's Region 10. This manual is constructed to aid departments, within the region, in the use of the regional communication facilities. The communications center is not designed to control communications, but to supplement them. The contents of this pamphlet will give individual organizations a basic idea of what is available to them through the communications center. (Author abstract)

Availability: NCJRS Microfiche Program.

67. J. J. MCDONNELL. MUSKEGON (MI)—CENTRAL POLICE DISPATCH—DIVISION OF CENTRAL OPERATIONS FOR POLICE SERVICES (COPS)—EXEMPLARY PROJECT. ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. 146 p. 1975. NCJ-30393

The central police dispatch (CPD) system of Muskegon County (M) provides an around-the-clock, civil- ian staff, efficient, and high-quality service to the eight communities that pooled their resources to form it. Muskegon's CPD, one of 17 programs designated 'exemplary' by LEAA, is providing more extensive and effective dispatching services to its member jurisdictions than those members have been able to provide separately. Administrative control is vested in a board of directors composed of a municipal official from each jurisdiction. Operational control rests in the hands of experienced senior police officers from the participating agencies. The major benefits of the system, its development and implementation and its administrative and organizational structure are discussed. Operating procedures are described, and the achievements of the system are compared with standards put forth by the national advisory commission. The cost of the project is analyzed, and internal and external evaluation procedures are presented. The final section lays out an overall approach to the implementation of a central dispatch system in other jurisdictions. Radio communications technology is not considered in this report because of the great variance in requirements between jurisdictions and because general treatments on the subject are available from many other sources.


Availability: NCJRS Microfiche Program.

68. G. MILLER. UNIVERSAL CITY JOINT DISPATCHING SYSTEM—POLICE SERVICES STUDY FACT SHEET. INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 8 p. NCJ-35942

Discussion of the advantages that four small Texas municipalities have found in operating a joint police dispatching system. This report is part of a study of police services in 200 metropolitan areas. An appendix contains a contract for purchasing and providing law enforcement and emergency dispatching services for Universal City, Live Oak, Converse, and Selma (TX). For related documents, see NCJ-35940, 35941, and 35943 through 35947.


Availability: NCJRS Microfiche Program.

69. MISSOURI LAW ENFORCEMENT ASSISTANCE COUNCIL REGION 10, P O BOX 445, 206 1/2 WEST SECOND, MARYVILLE, MO 64468. MISSOURI—LAW ENFORCEMENT ASSISTANCE COUNCIL—REGION 10—REGIONAL COMMUNICATIONS MANUAL. 11 p. NCJ-15293

A description of capabilities, a list of definitions, and a list of code numbers for the regional dispatch center of Missouri's Region 10. This manual is constructed to aid departments, within the region, in the use of the regional communication facilities. The communications center is not designed to control communications, but to supplement them. The contents of this pamphlet will give individual organizations a basic idea of what is available to them through the communications center. (Author abstract)

Availability: NCJRS Microfiche Program.

70. MOTOROLA COMMUNICATIONS AND ELECTRONICS INC. LAW ENFORCEMENT COMMUNICATIONS STUDY FOR THE STATE OF WYOMING. 69 p. 1972. NCJ-26785

This report recommends the planning and installation of a backbone microwave communications link for statewide coverage and the provision of four-channel communications capabilities for all Wyoming law enforcement agencies. Topics covered by this report include the management of the Wyoming law enforcement communications network and the operational requirements of the system. Other recommendations are given for the development of a statewide emergency channel and the regionalization of communications dispatch centers.

Sponsoring Agencies: US Department of Justice Law Enforcement Assistance Administration, Wyoming Governor's Planning Committee on Criminal Administration, State Office Building East, 4th Floor, Cheyenne, WY 82002.

Availability: NCJRS Microfiche Program.

71. NEW YORK STATE IDENTIFICATION AND INTELLIGENCE SYSTEM, ALFRED E SMITH STATE OFFICE BUILDING, ALBANY NY 12225. NYSIIS (NEW YORK STATE IDENTIFICATION AND INTELLIGENCE SYSTEM)—NEW CONCEPT IN CRIMINAL JUSTICE INFORMATION SHARING—SYSTEM DEVELOPMENT PLAN. 226 p. 1967 NCJ-09908

Requirements of New York State's criminal justice system and the development of NYSIIS as a technological tool to facilitate systematic sharing of information. Development of the system is in a series of building blocks, each of which consists of a set of capabilities related by purpose or state of development. Over 3600 criminal justice agencies were involved. Other chapters of the report describe the functions of building block one and its related systems analysis and design. Building block one is designed for two basic computerized capabilities—criminal history information, and analytic information such as fingerprint processing, fraudulent check comparison, and personal appearance processing. Details of organization and operation of these functions are covered, as well as of those functions to be included at a later stage.

72. D. L. NORRGARD. FEASIBILITY OF ESTABLISHING A JOINT POLICE RECORDS SYSTEM FOR THE CITIES OF BATAVIA, GENEVA AND ST CHARLES (IL) POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 221 p. 1976. NCJ-27338

This regional police records feasibility study was done for Batavia (Pop. 10,816; 21 police; 5.5 sq. mi.), Geneva (Pop. 9,146; 23 police; 4.6 Sq.mi.), and St. Charles (Pop. 15,144; 36 police; 7.9 sq. mi.) and is dated 11-76. Following a review of record keeping procedures in the three departments, the consultant recommended strongly that the records units be
CONSOLIDATED INTO ONE UNIT, LOCATED AT GENEVA. THE THREE CITIES ALREADY HAVE CONSOLIDATED THEIR POLICE COMMUNICATIONS OPERATION. IT WAS RECOMMENDED THAT THE NEW RECORD UNIT BE HOUSED IN THE COMMUNICATION BUILDING.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

73. D. L. NORRGARD. FRONT ROYAL (VA) AND WARREN COUNTY (VA)—CONSOLIDATION OF POLICE RECORDS AND COMMUNICATION SERVICES—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 25 p. 1977. NCJ-41919

THIS CONSOLIDATION FEASIBILITY STUDY, DATED MAY 18, 1977, WAS UNDERTAKEN FOR THE FRONT ROYAL AND WARREN COUNTY POLICE DEPARTMENTS WHOSE TOTAL POLICE STRENGTH OF 52 PERSONNEL SERVE A COMBINED POPULATION OF 25,000 PERSONS. ASSISTANCE WAS SOUGHT BY THE AREA'S PLANNING DISTRICT COMMISSION TO ASCERTAIN THE FEASIBILITY OF ESTABLISHING AN INTEGRATED POLICE RECORDS AND COMMUNICATIONS SYSTEM FOR THE LAW ENFORCEMENT AGENCIES OF FRONT ROYAL AND WARREN COUNTY, VIRGINIA. THE PRINCIPAL RECOMMENDATION OF THE CONSULTANT WAS TO ESTABLISH A SINGLE JOINT RECORDS/COMMUNICATIONS CENTER TO SERVE THE NEEDS OF BOTH DEPARTMENTS. SPECIFIC RECOMMENDATIONS ARE INCLUDED IN THE REPORT FOR MAKING THE JOINT CENTER MORE EFFECTIVE IN ITS INTENDED PURPOSE; I.E., TO RECEIVE AND SEND MESSAGES ON A TIMELY BASIS, TO PROCESS INFORMATION SYSTEMATICALLY, AND TO RETAIN RECORDS IN A LOGICAL MANNER. (AUTHOR ABSTRACT)

74. D. PACE. SPRING VALLEY AND VILLAGE (TX)—POLICE DEPARTMENTS POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 30 p. 1974. NCJ-34504

A REPORT CONSOLIDATION FEASIBILITY STUDY FOR VILLAGE (TX) POPULATION 18,000; POLICE STRENGTH 23, AND SPRING VALLEY (TX) POPULATION 10,000; POLICE STRENGTH 7 PLUS DISPATCHERS, DATED MAY 7, 1974. RECOGNIZING THE LIMITED GROUNDWORK THAT HAD GONE INTO CONSOLIDATION PREPARATIONS, THE REPORT STRESSES INSTEAD THE 'CLEANING UP' OF THE RECORDS PROCEDURES OF THE TWO DEPARTMENTS.

75. A. R. PATZLAFF. JOHNSON COUNTY (IA)—CONSOLIDATED COMMUNICATIONS SYSTEM FOR LAW ENFORCEMENT AGENCIES—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 41 p. 1973. NCJ-39102


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

76. A. R. PATZLAFF. RACINE COUNTY (WI)—OFFICE OF EMERGENCY GOVERNMENT RADIO ENGINEERING STUDY—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 23 p. 1972. NCJ-37846

REPORT ON TECHNICAL ASSISTANCE PROVIDED IN PERFORMING A RADIO ENGINEERING STUDY FOR A COUNTYWIDE POLICE RADIO COMMUNICATIONS SYSTEM FOR THE NINE TOWNSHIPS IN RACINE COUNTY (WI), THE REQUEST FOR ASSISTANCE SPECIFIED THAT THE STUDY SHOULD CONSIDER EFFICIENCY OF ALTERNATIVE NETWORK DESIGNS, EQUIPMENT COSTS, AND THE STATE-OF-THE-ART OF EQUIPMENT DEVELOPMENT. THE CONSULTANT DEVELOPED A PLAN INCORPORATING THE EXISTING OPERATIONS AND ESTABLISHING IMPROVED CAR-TO-CAR COMMUNICATION RANGE; ELIMINATION OF CO-CHANNEL DISRUPTION OF COUNTY TRANSMISSIONS; EXPANDED USE OF PORTABLE RADIO EQUIPMENT WITH INCREASED RANGE; AND REDUCTION IN THE CO-CHANNEL INTERFERENCE BEING RECEIVED FROM DISTANT STATIONS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

77. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. LOCKHART/CALDWELL COUNTY (TX)—CONSOLIDATION OF POLICE RECORDS AND COMMUNICATIONS—POLICE TECHNICAL ASSISTANCE REPORT. 39 p. 1975. NCJ-30333


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

78. PUBLIC SYSTEMS INC. FEASIBILITY OF A COORDINATED RECORDS AND COMMUNICATIONS SYSTEM FOR REGION XI, CALIFORNIA COUNCIL ON CRIMINAL JUSTICE, COUNTY OF SAN DIEGO, V 1. 30 p. 1971. NCJ-07949

THE REQUIREMENTS FOR RECORD SERVICES, DATA PROCESSING SUPPORT, AND COMMUNICATION FACILITIES FOR THE COUNTY'S LAW ENFORCEMENT AGENCIES. A DOCUMENTATION OF THE FEASIBILITY OF A COORDINATED AP-
CONSOLIDATION

PROCESSION OF EMERGENCY SERVICES ON A COUNTYWIDE BASIS, SUGGESTION OF THE EXTENT TO WHICH SUCH COORDINATION SHOULD BE ACHIEVED IN ORDER TO ATTAIN MAXIMUM EFFECTIVENESS AND EFFICIENCY OF THESE SERVICES WITHOUT ABROGATING LOCAL CONTROL OF EMERGENCY SERVICES, AND RECOMMENDATION OF THE BROAD OUTLINE OF AN IMPLEMENTATION PLAN TO ACHIEVE THIS COORDINATION. THIS REPORT PRESENTS, IN THE FORM OF SPECIFIC RECOMMENDATIONS, THE MAJOR POLICY DECISIONS WHICH MUST BE MADE WITHIN THE COUNTY IN ORDER TO ACHIEVE THE COORDINATED SYSTEM. IN PARTICULAR, AN ORGANIZATIONAL STRUCTURE BY WHICH DESIGN, IMPLEMENTATION, AND OPERATION OF THE COORDINATED SYSTEM CAN BE ACHIEVED IS PRESENTED. THE AUTHORS CLAIM THAT THERE ARE NO TECHNICAL OR ECONOMIC HINDERANCES TO IMPLEMENTATION OF THE SYSTEM CONCEPT PRESENTED IN THIS DOCUMENT. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: SAN DIEGO COUNTY, CALIFORNIA.
Availability: NCJRS MICROFICHE PROGRAM.


DISCUSSION OF FACTORS TO BE CONSIDERED WHEN SMALL POLICE AGENCIES DECIDE TO UNITE AND IMPLEMENT A MULTIDEPARTMENTAL INFORMATION PROCESSING SYSTEM. TOPICS ADDRESSED INCLUDE CHAIN OF COMMAND AND POLICIES, PSYCHOLOGICAL IMPACT, SYSTEM GROWTH, COMMUNICATIONS PROBLEMS, PRESENTATION OF MATERIAL TO LINE OFFICERS, AND IMPROPER USE OF SHARED INFORMATION. FUTURE TRENDS ARE ALSO CONSIDERED.

80. SAN JOSE POLICE DEPARTMENT, P.O. BOX 270, SAN JOSE CA 95103. SAN JOSE (CA) POLICE DEPARTMENT—SANTA CLARA COUNTY (CA) SHERIFF'S OFFICE—RECORDS IMPROVEMENT PROJECT—FINAL REPORT. 600 p. 1975. NCJ-35114

FINAL REPORT ON A PROJECT TO COMPUTERIZE AND COMBINE THE RECORD SYSTEMS OF THE SAN JOSE POLICE DEPARTMENT AND THE SANTA CLARA COUNTY SHERIFF'S OFFICE. THIS REPORT CONTAINS GRANT REQUIREMENTS, A FEASIBILITY STUDY, CONCEPTUAL DESIGN DOCUMENTS, MICROFILM PROCEDURES MANUAL, AN EVALUATION REPORT, AND MISCELLANEOUS PROJECT DOCUMENTS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.


THIS MANUAL PRESENTS A SET OF PLANNING GUIDELINES FOR MULTI-JURISDICTIONAL COMMAND AND CONTROL SYSTEMS (IN PARTICULAR THOSE FOR DISPATCHING) AND OUTLINES ESSENTIAL SYSTEM CHARACTERISTICS AND APPLICATIONS. REQUIREMENTS ANALYSIS, SYSTEM CONCEPT DESIGN, IMPLEMENTATION PLANNING, AND PERFORMANCE AND COST MODELING ARE DESCRIBED AND DEMONSTRATED WITH NUMEROUS EXAMPLES. PROGRAM MANAGEMENT TECHNIQUES AND JOINT POWERS AGREEMENTS FOR MULTI-COMMUNITY PROGRAMS ARE DISCUSSED IN DETAIL. A DESCRIPTION OF A TYPICAL MULTICOMMUNITY COMPUTER-AIDED DISPATCH SYSTEM IS APPENDED, AS WELL AS AN ANNOTATED OUTLINE OF BYLAWS TO A JOINT POWERS AGREEMENT. THIS DOCUMENT IS ONE OF A SERIES OF FIVE GUIDELINE MANUALS ON MOBILE DIGITAL COMMUNICATIONS, COMPUTER-AIDED DISPATCH, AUTOMAT-

IC VEHICLE LOCATION, PATROL FORCE ALLOCATION, AND MULTICOMMUNITY COMMAND AND CONTROL SYSTEMS FOR LAW ENFORCEMENT APPLICATIONS. FOR THE OTHER DOCUMENTS IN THE SERIES, SEE NCJ-34409, 32262-63, AND 29581. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agencies: NATIONAL CRIMINAL JUSTICE INFORMATION & STATISTICS SERVICE; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: GPO Stock Order No. 027-000-00744-9. NCJRS MICROFICHE PROGRAM.

82. SPECTRA ASSOCIATES INC. IOWA TELECOMMUNICATIONS PLANS FOR LAW ENFORCEMENT EQUIPMENT SPECIFICATIONS, APPENDIX TO V I, MARCH 1974. 119 p. 1974. NCJ-48505

SPECIFICATIONS ARE GIVEN FOR TRANSMITTERS, RECEIVERS, ANTENNAS, BASE AND REMOTE STATIONS, AND SUPPORT EQUIPMENT NEEDED FOR IOWA'S PLANNED COMMUNICATIONS NETWORK LINKING ALL POLICE AND EMERGENCY SERVICES. THE STATEWIDE PLAN WOULD LINK ALL POLICE, FIRE, RESCUE, AND CIVIL DEFENSE SERVICES AT THE COUNTY LEVEL. THE EQUIPMENT HAS THE CAPACITY FOR STATEWIDE AND NATIONAL LINKAGE. A COMMON EMERGENCY NUMBER WOULD BE USED. THIS APPENDIX TO AN OPERATIONS DESCRIPTION AND AN EXECUTIVE SUMMARY (SEE NCJ 48504 AND 48506) CONTAINS THE TECHNICAL MATERIAL. DETAILED SPECIFICATIONS ARE PROVIDED FOR ALL EQUIPMENT NEEDED FOR RURAL COUNTIES, URBAN AREAS WITH EXISTING POLICE NETWORKS, AND COUNTIES WITH A Mixture OF EXISTING POLICE SYSTEMS. EQUIPMENT INCLUDES BOTH STATIONARY AND MOBILE UNITS, VOICE PRIVACY UNITS, PHONE PATCHES, PERSONAL PORTABLE BATTERY CHARGERS, HIGH-BAND MOTORCYCLE RADIO EQUIPMENT, A TELEPHONE CALL DIVERTER, A TRANSPORTABLE EMERGENCY COMMAND POST, AND SUCH SUPPORT EQUIPMENT AS ENCLOSURES, RACKS, AND CABINETS. SCHEMATIC DIAGRAMS, GRAPHS, AND INSTALLATION CONFIGURATIONS ARE INCLUDED.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; IOWA CRIME COMMISSION.

Availability: NCJRS MICROFICHE PROGRAM.

83. R. R. STEWART. SAN DIEGO (CA)—STATUS REPORT OF THE AREA REGIONAL JUSTICE INFORMATION SYSTEM (ARJIS) PROJECT, PHASE 2 POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 24 p. 1976. NCJ-47925

A STATUS REPORT IS PRESENTED ON THE DEVELOPMENT OF THE LAW ENFORCEMENT PORTION OF AN AUTOMATED REGIONAL CRIMINAL JUSTICE SYSTEM FOR THE SAN DIEGO AREA, CALIF. AREA. THE ARJIS PROJECT BEGAN IN NOVEMBER 1975, WITH THE SAN DIEGO POLICE DEPARTMENT ASSUMING RESPONSIBILITY FOR DEVELOPMENT OF LAW ENFORCEMENT APPLICATIONS OF THE PROPOSED SYSTEM. THE STATUS REPORT, WHICH IS BASED ON PROJECT ACTIVITIES OUTLINED IN THE FIRST-YEAR GRANT APPLICATION, COVERS (IN OUTLINE FORMAT) THE FOLLOWING SYSTEM APPLICATIONS: MASTER OPERATION INDEX; CRIME CASE; ARREST; MANPOWER RESOURCE ALLOCATION; CRIME ANALYSIS; FIELD INTERROGATION; AUTOMATED WORTHLESS DOCUMENT INDEX; PERSONNEL AND PROPERTY. FOR EACH APPLICATION, PROJECT STATUS IS REPORTED AS COMPLETED (EITHER WITH OR WITHOUT ADEQUATE DOCUMENTATION) OR NOT COMPLETED. ALTHOUGH DOCUMENTATION GENERALLY IS FOUND TO BE ADEQUATE, PROBLEMS IN DOCUMENTATION OF SYSTEM USER REQUIREMENTS ARE NOTED. IT IS RECOMMENDED THAT THE PROJECT ADD AN EXPERT ON LAW ENFORCEMENT COMPUTER SYSTEMS DESIGN TO THE DEVELOPMENT TEAM, THE DECISION TO DESIGN SYSTEM APPLICATIONS PRIMARILY TO MEET THE
NEEDS OF THE AREA'S LARGEST LAW ENFORCEMENT
AGENCY, WITH PROVISIONS FOR OTHER AGENCIES TO USE
DESIRED PORTIONS OF EACH APPLICATION, IS DISCUSSED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW EN-
FORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

64. W. H. TREFRY, RICHLAND, PASCO, AND KENNEWICK
(WA)—POLICE DEPARTMENTS—FEASIBILITY OF ESTAB-
LISHING A TRI-CITY CRIMINAL JUSTICE DATA PROCESS-
ING CENTER—POLICE TECHNICAL ASSISTANCE REPORT.
PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET,
CHICAGO IL 60637. 18 p. 1973. NCJ-38781
DATED NOVEMBER 14, 1973, THIS REPORT ASSESSES THE
DATA COLLECTION AND STORAGE ABILITIES OF FIVE LAW
ENFORCEMENT AGENCIES WITHIN TWO WASHINGTON
COUNTIES TO DETERMINE THE FEASIBILITY OF ESTABLISH-
ING A COMMON DATA CENTER. THE AGENCIES STUDIED
WERE THE PASCO POLICE DEPARTMENT, THE FRANKLIN
COUNTY SHERIFF'S OFFICE, THE KENNEWICK POLICE DE-
PARTMENT, THE RICHLAND POLICE, AND THE BENTON
COUNTY SHERIFF'S OFFICE. THESE FIVE AGENCIES SERVE
OVER 100,000 POPULATION, WITH NEARLY 80,000 OF THIS
POPULATION LOCATED IN AN AREA OF APPROXIMATELY 10
MILES IN DIAMETER. THIS STUDY REVIEWED THE REPORT
FORMS USED TO GATHER DATA BY ALL THE AGENCIES AND
MADE ON-SITE VISITS TO DETERMINE THE QUALITY AND
ADAPTABILITY OF EXISTING RECORDS MANAGEMENT SYS-
TEMS. THE EXISTING FORMS WERE FOUND TO BE UNACCEP-
TABLE FOR AN ELECTRONIC DATA PROCESSING SYSTEM.
THE ASSESSMENT OF THE RECORDS-KEEPING FACILITIES
OF ALL DEPARTMENTS SHOWED THAT NONE OF THEM LENT
 THEMSELVES TO DIRECT INPUT TO A DATA SYSTEM DUE TO
THE NON-UNIFORM NATURE OF THE DATA COLLECTED. SYSTEM
REQUIREMENTS FOR A COMMON ELECTRONIC DATA PROC-
CESSING CAPABILITY ARE LISTED AND INTERM DEVELOP-
MENT CONSIDERATIONS ARE OUTLINED. IT IS RECOMMEND-
ED THAT THE AGENCIES WORK TOWARD ACHIEVING UPON A
UNIFORM METHOD OF COLLECTING AND STORING DATA,
THAT BACKGROUND STATISTICAL APPROACHES SHOULD BE
DEVELOPED USING PRESENT ELECTRONIC DATA PROCESS-
ING CAPABILITY, ACCOMMODATING IDENTIFIED MANAGE-
MENT NEEDS, AND THAT A FULL CAPABILITY ON-LINE CRIMI-
NAL JUSTICE INFORMATION SYSTEM, WITH MINIMUM CRITE-
RIA OF NAME INDEXING AND PROVIDING THAT DATA NECESS-
ARY TO SUPPORT THE OFFICER IN THE FIELD SHOULD BE
DEVELOPED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW EN-
FORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

65. L. R. WALTON, CUMBERLAND COUNTY AND PORTLAND
(ME)—RECORDS SYSTEM CONSOLIDATION—POLICE TECH-
NICAL ASSISTANCE REPORT. WESTINGHOUSE JUSTICE IN-
STITUTE. 25 p. 1976. NCJ-365852
THIS RECORDS SYSTEM CONSOLIDATION STUDY WAS PRE-
PARED FOR THE CUMBERLAND COUNTY (ME) SHERIFF'S DE-
PARTMENT AND THE PORTLAND (ME) POLICE DEPARTMENT,
AND IS DATED SEPTEMBER 1976. THE SHERIFF'S DEPART-
MENT SERVICES 263,200 PERSONS OVER 884.7 SQUARE MILES
WITH 64 EMPLOYEES (57 SWORN). THE POLICE DEPART-
MENT SERVICES 89,000 PERSONS ON 28.3 SQUARE MILES
WITH 214 EMPLOYEES (168 SWORN). IMPROVED RECORD
FORMS AND PROCEDURES ARE SUGGESTED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW EN-
FORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

66. L. R. WALTON, DUKES COUNTY (MA)—CONSOLIDATION
OF RECORDS AND INVESTIGATION SERVICES—POLICE
TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE JU-
SICE INSTITUTE. 80 p. 1978. NCJ-38355

THIS RECORDS AND INVESTIGATION CONSOLIDATION FEASI-
IBILITY STUDY WAS CARRIED OUT FOR THE DUKES COUNTY
(MARTHA'S VINEYARD) (MA) GOVERNMENT—44 FULL TIME
AND 22 PART TIME POLICE SERVE 7850 PERSONS ON 102
SQUARE MILES. THE REPORT IS DATED JULY, 1976. AT THE
PRESENT TIME, SIX POLICE DEPARTMENTS PROVIDE POLICE
SERVICES TO THE RESIDENT POPULATION, WHICH IN-
CREASES MORE THAN TENFOLD IN THE SUMMER MONTHS.
THE CONSULTANT RECOMMENDS CONSOLIDATION OF THE
INVESTIGATIVE AND RECORDS KEEPING FUNCTION AND
PRESENTS DETAILED GUIDELINES FOR THE OPERATIONS OF
THESE FUNCTIONS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW EN-
FORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

67. R. F. WIBORG, MINERAL WELLS (TX)—POLICE DEPAR-
TMENT—CONSOLIDATION OF POLICE RECORDS AND COM-
MUNICATION—POLICE TECHNICAL ASSISTANCE REPORT. PUBLI-
C ADMINISTRATION SERVICE, 1313 EAST 60TH STREET,
CHICAGO IL 60637. 28 p. 1975. NCJ-29652
A STUDY ON THE CONSOLIDATION OF POLICE RECORDS
AND COMMUNICATIONS FOR THE MINERAL WELLS (TX)
POLICE DEPARTMENT AND THE PALO PINTO COUNTY SHER-
IFF'S DEPARTMENT DATED OCTOBER 14, 1975. THE MINER-
AL WELLS POLICE DEPARTMENT, WITH 25 SWORN OFFICERS
AND 5 NON-SWORN PERSONNEL, PROVIDES POLICE SER-
VICES TO AN ELEVEN SQUARE MILE AREA THAT HAS A POPU-
LATION OF 17,000. THE PALO PINTO COUNTY SHERIFF'S DE-
PARTMENT HAS A SWORN STRENGTH OF EIGHT, AND PRO-
VIDES SERVICES FOR 26,000 PEOPLE IN A 946 SQUARE MILE
AREA. THE STUDY IS CONCERNED WITH A JOINT
HEADQUARTERS FACILITY FOR THE TWO DEPARTMENTS.
THE FOUR MAIN AREAS UNDER CONSIDERATION ARE JAIL
SIZE AND CAPACITY, OFFICE SPACE REQUIREMENTS, COM-
MUNICATIONS EQUIPMENT, AND RECORDS EQUIPMENT.

Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW EN-
FORCEMENT ASSISTANCE ADMINISTRATION; MINERAL
WELLS POLICE DEPARTMENT, MINERAL WELLS TX 76707.
Availability: NCJRS MICROFICHE PROGRAM.

68. R. C. ZELNIO, SELF AUDITING OF LAW ENFORCEMENT
CJIS (CRIMINAL JUSTICE INFORMATION SYSTEM) SYSTEMS
(FROM LAW ENFORCEMENT DATA PROCESSING SYMPO-
SIUM, APRIL 18-19, 1977 BY ALLEN L PEARSON 2D—SEE
NCJ-45130). INTERNATIONAL ASSOCIATION OF CHIEFS OF
POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760.
16 p. 1977. NCJ-45132
THE PLANNING, IMPLEMENTATION, AND AUDITING OF A RE-
GIONAL INFORMATION SYSTEM SERVING 15 LAW ENFORCE-
MENT AGENCIES IN IOWA AND ILLINOIS ARE DESCRIBED, IN
1973, ROCK ISLAND COUNTY, ILL. AND SCOTT COUNTY,
IOWA, FORMED THE BI-STATE METROPOLITAN COMPUTER
COMMISSION TO ESTABLISH ACost-EFFECTIVE MEANS OF
AUDITING LOCAL GOVERNMENTS WITH THEIR RECORD
FUNCTIONS. LAW ENFORCEMENT AGENCIES SERVING THE
AREA'S 720,000 RESIDENTS HAVE SINCE ESTABLISHED
LINKS TO THE BISTATE COMPUTER FOR INPUT AND RE-
TRIEVAL OF LOCAL LAW ENFORCEMENT INFORMATION, FOR
COMMUNICATION WITH STATEWIDE COMPUTER SYSTEMS IN
ILLINOIS AND IOWA, AND, THROUGH THE STATE NETWORKS,
FOR LINKAGE TO THE NATIONAL CRIME INFORMATION
CENTER. RATHER THAN CREATING NEW SOFTWARE, THE
BISTATE PROGRAM IMPORTED THE ALERT SYSTEM DEVEL-
OPED IN KANSAS CITY. A SPECIAL COMMITTEE IS CHARGED
WITH THE RESPONSIBILITY OF AUDITING THE ALERT FILES
FOR COMPLETENESS AND ACCURACY. IN AUDITS CONDUCT-
ED IN JANUARY, FEBRUARY, AND MARCH 1977 THE COMMIT-
TEE FOUND NO INACCURACIES, HOWEVER, COULD NOT
PRODUCE A SOURCE DOCUMENT TO SUBSTANTIATE EACH
ENTRY AUDITED. THE PROCEDURES FOLLOWED BY THE
AUDIT COMMITTEE ARE OUTLINED, AND DOCUMENTS ILLUS-
TRATING THOSE PROCEDURES ARE APPENDED. DETAILS OF
THE PLANNING AND IMPLEMENTATION OF THE BISTATE
PROGRAM ARE PROVIDED.
Physical Facilities

89. S. ALBERT. HENRY COUNTY (IA)—LAW ENFORCEMENT FACILITY PLANNING—POLICE TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE JUSTICE INSTITUTE. 18 p. 1973. NCJ-38780
DATED DECEMBER 1973, THIS REPORT DESCRIBES THE OPTIONS AVAILABLE FOR EXPANSION OR CONSTRUCTION OF LAW ENFORCEMENT FACILITIES FOR THE MT. PLEASANT POLICE DEPARTMENT AND HENRY COUNTY SHERIFF’S OFFICE. PROFESSIONAL ARCHITECTURAL SERVICES WERE PROVIDED TO HENRY COUNTY, IOWA, IN ORDER TO DETERMINE A VIABLE PROGRAM FOR ADDITIONAL CONSTRUCTION AT THE SITE OF THE EXISTING COUNTY SHERIFF’S FACILITIES TO PROVIDE FOR JOINT CITY-COUNTY POLICE SERVICES, TO ESTABLISH THE BEST OPTIONS FOR THE OPTIMUM SIZE OF A NEW FACILITY AND THE OPTIMUM MIX OF NEW CONSTRUCTION TO RENOVATION OF EXISTING FACILITIES, AND TO DEVELOP BUDGET ESTIMATES AND A TIME TABLE FOR ANY PROGRAM OF CONSTRUCTION OR RENOVATION. THIS REPORT DESCRIBES THE EXISTING FACILITIES, OUTLINES THE PROGRAM REQUIREMENTS FOR POLICE FACILITIES, AND PRESENTS OPTIONS FOR CONSTRUCTION PROGRAM FOR A JOINT FACILITY. A BUDGET SUMMARY, COST ESTIMATES, AND IMPLEMENTATION PLAN ARE ALSO INCLUDED. (AUTHOR ABSTRACT MODIFIED)
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

90. C. M. GIRARD. RAPID CITY (SD)—REPORT OF A MEETING ON A PROPOSED JOINT-USE PUBLIC SAFETY BUILDING FOR THE SHERIFF’S AND POLICE DEPARTMENTS—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE. 11 p. 1977. NCJ-41779
THIS FACILITY CONSOLIDATION FEASIBILITY STUDY, DATED APRIL 20, 1977, WAS CARRIED OUT FOR THE RAPID CITY POLICE DEPARTMENT, WHOSE 93 PERSONNEL (91 SWORN) SERVE 47,000 PERSONS LIVING IN AN 18.3 SQUARE MILE AREA. THE REPORT CONCERNS THE CONSTRUCTION OF A JOINT-USE PUBLIC SAFETY FACILITY BY THE RAPID CITY POLICE DEPARTMENT AND THE PENNINGTON COUNTY SHERIFF’S DEPARTMENT. THE POTENTIAL FOR CONSOLIDATION OF VARIOUS OTHER ASPECTS OF LAW ENFORCEMENT WAS ALSO DISCUSSED, ALTHOUGH THE TWO DEPARTMENTS DO NOT PLAN TO CONSOLIDATE THEIR OPERATIONS DESPITE SHARING THE PROPOSED BUILDING. (AUTHOR ABSTRACT MODIFIED)

91. T. F. LONERGAN. PARKER COUNTY AND WEATHERFORD (TX)—CONSOLIDATION OF POLICE AND SHERIFF DEPARTMENTS, RECORDS SYSTEM, AND JAIL REGULATIONS—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE. 22 p. 1972. NCJ-34174
EVALUATION AND RECOMMENDATIONS OF A BUILDING FLOOR PLAN FOR THE CONSOLIDATED OPERATIONS, ADMINISTRATION OF THE CONSOLIDATED FACILITY, RECORDS SYSTEM, AND BOOKING PROCEDURES. INCLUDED ARE ILLUSTRATIONS OF THE FACILITY FLOOR PLAN.
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

GUIDELINES TO BE USED BY POLICE ADMINISTRATORS, ARCHITECTS, AND OTHERS INVOLVED IN THE PLANNING AND DESIGN OF NEW PROGRAMS AND FACILITIES FOR LOCAL AND REGIONAL LAW ENFORCEMENT SYSTEMS. THE GUIDELINES HAVE BEEN DIVIDED INTO EIGHT MAJOR SECTIONS, EACH DEALING WITH A DIFFERENT ASPECT OF THE LAW ENFORCEMENT PLANNING PROCESS; THE FIELD SECTION PROVIDES A SERIES OF 12 BASIC SURVEY INSTRUMENTS TO ASSIST POLICE PLANNERS IN OBTAINING DATA NEEDED TO EVALUATE EXISTING PROGRAMS AND IN PREPARING PERSONNEL PROJECTIONS. PROCEDURES FOR ANALYZING VARIOUS TYPES OF DATA AND FOR TRANSLATING THE INFORMATION INTO PROGRAM AND FACILITY MASTER PLANS ARE PRESENTED ON SECTION B. SINCE THE INTRODUCTION OF NEW PROGRAMS AND THE MODIFICATION OF EXISTING OPERATIONS ARE MAJOR SOURCES OF FACILITY INADEQUACY, SECTION C FEATURES SUMMARY STATEMENTS DESCRIBING A BROAD RANGE OF BASIC STAFF, AUXILIARY, AND FIELD PROGRAMS. THE FOURTH MAJOR SECTION Focuses ON A NUMBER OF BASIC ARCHITECTURAL CONCEPTS AND INCLUDES A DETAILED DISCUSSION OF FIVE GENERAL TYPES OF LAW ENFORCEMENT FACILITIES. EACH PROTOTYPE IS DESCRIBED IN TERMS OF THE FUNCTIONAL RELATIONSHIPS THAT SHOULD EXIST AMONG THE VARIOUS COMPONENTS THAT MIGHT BE INCLUDED IN THE BUILDING. SPECIFIC ITEMS OF FURNITURE AND EQUIPMENT RECOMMENDED FOR
PHYSICAL FACILITIES

USE IN CONJUNCTION WITH VARIOUS POLICE OPERATIONS ARE GRAPHICALLY PRESENTED IN SECTION E. SECTION F, THE SIXTH MAJOR SUBDIVISION OF THE GUIDELINES, IS DEVOTED TO DESIGN ALTERNATIVES FOR VARIOUS COMPONENTS OF A POLICE FACILITY COMPLEX AND TO A NUMBER OF DESIGN SPECIFICATION STATEMENTS. ARCHITECTURAL DETAILS PERTAINING TO THE OPERATIONAL COMPONENTS OF A POLICE FACILITY ARE GRAPHICALLY PRESENTED IN SECTION G. EACH DRAWING IS ACCOMPANIED BY A BRIEF CAPTION GIVING A VERBAL DESCRIPTION OF THE MORE IMPORTANT ARCHITECTURAL FEATURES THAT SHOULD BE INCORPORATED INTO THAT COMPONENT. MATERIALS FOUND IN BOTH SECTIONS F & G ARE CROSS-REFERENCED WITH PROGRAM AND FACILITY STATEMENTS APPEARING ELSEWHERE IN THE BOOK. THE FINAL SECTION PRESENTS A SERIES OF FORMATS THAT CAN BE USED FOR DEVELOPING BUDGET PROJECTIONS FOR PROGRAM AND FACILITY PLANNING PROCESSES. IT ALSO INCLUDES GUIDELINES FOR THE PREPARATION OF CONSTRUCTION BUDGETS. A SUBJECT INDEX IS PROVIDED. THE GUIDELINES IS INTENDED TO BE USED AS A SOURCEBOOK FOR THE DESIGN AND IMPLEMENTATION OF SPECIFIC POLICE PROGRAMS AS WELL AS BY THOSE ENGAGED IN THE DEVELOPMENT OF MASTER PLANS FOR LARGE SCALE OPERATIONAL AND FACILITY NETWORKS. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

93. ORPUT-ORPUT AND ASSOCIATES. JOINT CITY/COUNTY PUBLIC SAFETY BUILDING. NCJ-09793

LAYOUT PLANS FOR THE ROCKFORD-WINNEBAGO COUNTY, ILL., PUBLIC SAFETY BUILDING, DESIGNED TO HOUSE THE CITY AND COUNTY POLICE DEPARTMENTS, JAILS, AND SUPPORT AGENCIES. A SUMMARY OF SPACE ALLOCATION AND AN OUTLINE OF THE SPECIFICATIONS FOR THE FACILITY ARE INCLUDED.

Sponsoring Agency: NORTHERN ILLINOIS LAW ENFORCEMENT COMMISSION.

94. J. STURCH. BELLEVUE (WA) POLICE DEPARTMENT—PLANNING FOR PISTOL RANGE—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 9 p. 1972. NCJ-34221

REPORT, DATED OCTOBER 20, 1972, ON EFFORTS TO PROVIDE TECHNICAL ASSISTANCE IN PLANNING FOR THE CONSTRUCTION OF AN INDOOR PISTOL RANGE FOR THE USE OF THE BELLEVUE POLICE DEPARTMENT AND NEARBY LAW ENFORCEMENT AGENCIES. THE OTHER DEPARTMENTS INVOLVED WERE REDMOND, MEDINA, CLYDE HILL, KIRKLAND, MERCER ISLAND, AND POSSIBLY THE KING COUNTY SHERIFF'S DEPARTMENT OF PUBLIC SAFETY. INTERVIEWS WITH POLICE CHIEFS IN EACH OF THESE AGENCIES REVEALED MAKESHIFT RANGES, THE ABSENCE OF FORMAL TRAINING AREAS, AND INSUFFICIENT FUNDS AVAILABLE FROM THE RESPECTIVE CITY COUNCILS. THREE POSSIBLE COURSES OF ACTION ARE SUGGESTED: CONSTRUCTION OF A FIVE-POSITION, INDOOR FIRING RANGE TO BE UTILIZED BY THE SIX COOPERATING COMMUNITIES AND FINANCED ON A DEPARTMENTAL PER CAPITA BASIS OF 150 DOLLARS PER MAN; A SIX-POSITION, INDOOR FIRING RANGE USED BY THE SIX COMMUNITIES AND PARTIALLY BY THE KING COUNTY DEPARTMENT OF PUBLIC SAFETY FINANCED ACCORDING TO MUTUALLY AGREED UPON PLAN; AND FULL PARTICIPATION BY ALL SIX COMMUNITIES AND THE ENTIRE KING COUNTY DEPARTMENT IN THE CONSTRUCTION OF AN EIGHT POSITION, DOUBLE GANTRY-TYPE, INDOOR FIRING FACILITY, WITH MUTUAL FUNDING AND FACILITY MAINTENANCE. THE THIRD PROPOSAL IS RECOMMENDED AND SPECIFICATIONS FOR THE FACILITY ARE DISCUSSED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.
Personnel and Training


This report describes the development and primary features of a unified retirement plan for all city and county law enforcement officers and fire fighters falling under the proposed consolidated city-county government. In response to a move in Oregon to consolidate the city and county governments in Multnomah County, the Police Consolidation Project was formed. The project was designed to study, plan, and eventually implement consolidation of city-county police functions. This pension plan was developed at the request of the city-county charter commission staff. Several factors in the development of this pension plan are first discussed. These include differences in the existing pension plans, the benefits of each plan, costs of funding a master plan, comparisons of master plan funding costs to existing plans' costs, and alternative methods of funding the consolidated plan. A draft of the consolidated plan developed by the consultants is provided. Among the topics addressed in this master plan are eligibility, member contributions, funding, benefits, and refunds. Also included is a section indicating funding costs which would be present should city-county consolidation fail and the master plan be extended only to city and county law enforcement offers in the event of department merger. (Author abstract modified)

Sponsoring Agencies: Oregon Law Enforcement Council, 2001 Front Street, NE, Salem OR 97303; U.S. Department of Justice Law Enforcement Administration.


A plan and a guidebook for planning law enforcement training on a regional basis in Michigan. Primary purpose of the plan is to assist police agencies, unable to support their own training programs, through the establishment of regional training centers in strategic geographic locations. Criteria are defined and utilized in dividing the state into workable planning regions. Suggestions are presented for selecting commissions and constructing facilities for the regions. Various methods and approaches used in other state law enforcement training agencies are presented toward solution of state wide training problems. While the regionalized approach is emphasized, other alternatives are discussed such as mobile training units and metropolitan academies.

Sponsoring Agency: U.S. Department of Justice Law Enforcement Assistance Administration.

97. U.S. Department of Justice Law Enforcement Assistance Administration; Portland/Multnomah County Police Consolidation Project; Social Development Corporation. Portland/Multnomah County (OR) — Police Consolidation Project — Consultant Report — Police Career System. 269 p. 1975. NCJ-30190

This report describes a career system for police officers in Multnomah County (OR), for use on a consolidated or a regional basis, including job descriptions for all positions. The job task analyses were performed using a process developed and refined by the U.S. Department of Labor. The description of the career system includes a look at the structure of a model career system and a comparison of the model with the organizational structures it must accommodate. Personnel selection, placement, and advancement procedures are described.

Sponsoring Agency: Oregon Law Enforcement Council, 2001 Front Street, NE, Salem OR 97303.
Special Units

98. A. ALEXANDER. DELAWARE—INVESTIGATIVE STRIKE FORCE. 29 p. 1975. NCJ-27416
PROJECT DESIGNED TO REDUCE THE DISTRIBUTION OF NARCOTICS AND DANGEROUS DRUGS BY LAUNCHING A CO-ORDINATED ATTACK ON DRUG DISTRIBUTORS USING A 'STRIKE FORCE' COMPOSED OF ALL DRUG ENFORCEMENT PERSONNEL WITHIN THE STATE. THIS REPORT EXAMINES THE PERFORMANCE OF THE STRIKE FORCE FROM JULY 1974 TO MAY 1975. THE ABSENCE OF NEW CASTLE COUNTY AND THE CITY OF NEWARK FROM THE PROJECT MADE IT IMPOSSIBLE FOR THE STRIKE FORCE TO REALIZE ITS GOAL OF INVOLVING ALL DRUG ENFORCEMENT PERSONNEL WITHIN DELAWARE IN THE PROJECT. THE MEASURES USED TO EVALUATE THIS PROJECT WERE NUMBER OF ARRESTS, PROPORTION OF ARRESTS OR CHARGES RELATED TO DELIVERY, SUCCESSFUL PROSECUTIONS, AND THE TYPE OF DRUG INVOLVED. STUDY FINDINGS INDICATED THAT THE NUMBER OF ARRESTS MADE PER OFFICER HAD IMPROVED AND THAT THE CRIMES OF DELIVERY, CONSPIRACY TO DELIVER, AND POSSESSION WITH INTENT TO DELIVER ACCOUNTED FOR 39.3 PER CENT OF ALL ARRESTS. OF ALL THOSE ARRESTED, 62% WERE CONVICTED, BUT OF THOSE ARRESTED AND CHARGED WITH DELIVERY, CONSPIRACY TO DELIVER, OR POSSESSION WITH INTENT TO DELIVER, 34% WERE CONVICTED OF LESSER CRIMES. EVALUATORS CONCLUDED THAT STATISTICS SUGGEST BUT DO NOT PROVE, THAT THE PROJECT WAS REACHING 'THE DISTRIBUTORS OF DRUGS AS INTENDED BUT THAT THE SUCCESS RATE AT THE PROSECUTION LEVEL MAY BE LESS THAN SATISFACTORY. THE APPENDIX CONTAINS ARREST, CHARGE, AND DISPOSITION DATA. (AUTHOR ABSTRACT MODIFIED)
Sponsoring Agency: DELAWARE CRIMINAL JUSTICE PLANNING COMMISSION, STATE CAPITOL BLDG, 4TH FLOOR, 820 FRENCH STREET, WILMINGTON DE 19801.
Availability: NCJRS MICROFICHE PROGRAM.

Sponsoring Agency: SOLANO COUNTY DRUG ABUSE BUREAU, 744 EMPIRE STREET, FAIRFIELD CA 94533.
Availability: NCJRS MICROFICHE PROGRAM.

100. W. S. BOLLINGER and K. O. VEZNER. REGIONALISM AND THE IMPACT OF METROPOLITAN DRUG ENFORCEMENT. 27 p. NCJ-17027
SPECIAL UNITS

101. CENTRAL VIRGINIA REGIONAL INVESTIGATION SQUAD.
   CENTRAL VIRGINIA REGIONAL INVESTIGATION SQUAD—
   MANUAL OF INSTRUCTIONS AND PROCEDURES.
   30 p.
   NCI-J-55027

PROCEDURES, DUTIES AND JOB DESCRIPTIONS ARE GIVEN FOR
A REGIONAL CRIMINAL INVESTIGATION UNIT SERVING
LYNCHBURG, BEDFORD, ALTAVISTA, AMHERST, APPOMAT-
TOX, BROOKNEAL, AND AMHERST, APPOMATTOX, BEDFORD,
AND CAMBELL COUNTIES (VA). PROCEDURES FOR ACTIVA-
TION OF THE PROPOSED 35-MAN SQUAD ARE GIVEN. ADMIN-
ISTRATION AND ORGANIZATION OF THE SQUAD AND THE
APPOINTMENT OF STAFF OFFICERS ARE COVERED. DUTIES
OF THE OFFICER IN CHARGE, PERSONNEL OFFICER, EQUIP-
MENT SUPERVISOR, REPORT SUPERVISOR, EVIDENCE OFFI-
CER, INVESTIGATIVE SUPERVISOR, AND PRESS OFFICER
ARE LAID OUT. SAMPLE FORMS ARE INCLUDED.

Availability: NCJRS MICROFICHE PROGRAM.

103. B. GARMIRE, G. GREISINGER, and M. A. MURPHY. IOWA—
   DEPARTMENT OF PUBLIC SAFETY—ANALYSIS OF THE OR-
   GANIZATION, ADMINISTRATION, AND OPERATION OF THE
   INVESTIGATIVE SERVICES—POLICE TECHNICAL ASSIST-
   ANCE REPORT.
   PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS
   AVENUE, NW, WASHINGTON DC 20036. 32 p. 1977.
   NCI-J-41777

THIS ANALYSIS OF THE DEPARTMENT'S INVESTIGATIVE
SERVICES WAS UNDERTAKEN FOR THE IOWA DEPARTMENT
OF PUBLIC SAFETY, WHICH SERVES 2,825,000 PERSONS
LIVING IN AN AREA OF 56,000 SQUARE MILES. THE REPORT
ADDRESSES THE PROBLEM THAT INVOLVES THE ORGANIZATION,
SUPERVISION, AND OPERATION OF THE FOUR RELA-
TIVELY AUTONOMOUS DIVISIONS OF THE DEPARTMENT
THAT ARE ASSIGNED INVESTIGATIVE RESPONSIBILITIES,
AND IT CONCENTRATES ON WHETHER PERSONNEL RES-
OURCES ARE BEING DEPLOYED AND UTILIZED IN AN OPTI-
MUM FASHION. IT WAS RECOMMENDED IN THE REPORT
THAT THE DEPARTMENT OF PUBLIC SAFETY (DPS) CONSOL-
DATE ITS INVESTIGATIVE SERVICES INTO ONE DIVISION
UNDER ONE OFFICIAL, THE CHIEF OF INVESTIGATIVE SER-
VICES, WHO WOULD BE RESPONSIBLE TO THE COMMISSION-
ER. IT WAS FURTHER RECOMMENDED THAT THE DPS ADOPT
A TASK FORCE OR TEAM APPROACH TO THE INVESTIGATION
OF SERIOUS OR COMPLEX CRIMES AND DEVELOP STRATE-
GES WHICH WILL INCREASE THE TEMPORARY BUT CRITICAL
UTILIZATION OF SPECIAL AGENTS ON AN IMMEDIATELY
AVAILABLE BASIS REGARDLESS OF THEIR REGULAR AS-
SIGNMENTS. (AUTHOR ABSTRACT)

Availability: NCJRS MICROFICHE PROGRAM.

104. GARTH C DAWSON & ASSOCIATES. NEBRASKA—
   STATEWIDE OFFICERS EXCHANGE PROGRAM—FINAL
   EVALUATION.
   NCI-J-14312

CONCEIVED IN 1971, THIS PROGRAM PROVIDED A POOL OF
NARCOTICS INVESTIGATORS TO BE TRAINED AND USED ON
AN AS-NEEDED BASIS BY 21 SMALL MUNICIPAL DEPART-
MENTS (19 POLICE AND 2 SHERIFF) FOR UNDERCOVER
OPERATIONS DESIGNED IN RESPONSE TO THE SMALLER MUN-
ICIPALITIES' LACK OF SPECIALIZED PERSONNEL FOR
COVERT INVESTIGATIONS, UNDERCOVER OPERATIONS, AND
SPECIAL SURVEILLANCES. THIS PROGRAM UTILIZED THE
SERVICES OF 26 POLICE OFFICERS MADE AVAILABLE BY
THE PARTICIPATING AGENCIES. THIS EVALUATION IS LIMIT-
ED TO DETERMINATION OF THE EFFECTIVENESS OF THE
PROGRAM AND A BUDGET LINE ITEM ANALYSIS. EVALUA-
ATORS CONCLUDED THAT, FROM THE STANDPOINT OF THE
NUMBER OF INVESTIGATIONS CONDUCTED (24) AND THE
NUMBER OF ARRESTS AND PROSECUTIONS RESULTING
FROM THESE INVESTIGATIONS (66 AND 51 RESPECTIVELY),
THE OFFICERS EXCHANGE PROGRAM MUST BE CONSID-
ERED AS MINIMALLY SUCCESSFUL. HOWEVER, MANAGE-
MENT OF THE PROGRAM WAS FOUND TO HAVE BEEN
HANDICAPPED BY ITS EXPERIMENTAL NATURE. RECOMMEND-
ATIONS FOR FUTURE PROGRAM PLANNING INCLUDE RED-
UCING THE SCOPE OF THE PROGRAM TO THE ORIGINAL
CONCEPT OF USING MEMBER AGENCY PERSONNEL EXCLU-
SIVELY, ALLOWING NONCONTRIBUTING AGENCIES TO MAKE
USE OF EXCHANGE OFFICERS ON A SALARIED REIMBURSE-
MENT BASIS, REDUCING THE DIRECTOR'S DUTIES TO A
PART-TIME POSITION LIMITED TO DAY-TO-DAY ADMINIS-
TRATION, AND REQUESTING DONATING AGENCIES TO ALLOW,
WHENEVER POSSIBLE, THE EXTENDED ASSIGNMENT OF
OFFICERS.

Sponsoring Agency: NEBRASKA COMMISSION ON DRUGS.
This prescriptive package gives police administrators and line personnel the necessary information to implement, operate, and evaluate a multi-agency narcotics (MAN) unit. One response to the rise in illegal drug use has been the development of the multi-agency narcotics (MAN) unit. Composed of officers from cooperating jurisdictions, the MAN unit operates as a single tactical entity. To date, approximately 150 such units have been established to consolidate and coordinate drug enforcement efforts in neighboring communities. As part of a year-long project, MAN units throughout the country were identified and queried regarding unit characteristics and local demographic factors. Twelve of the responding MAN units were selected for site visits. Based on the information derived from visiting these units and from conducting additional research, this prescriptive package was prepared primarily to assist police administrators who are interested in establishing a MAN unit and those who are currently operating such squads. It examines the strengths and weaknesses of the units studied and recommends certain procedures and policies that can be used to facilitate successful MAN unit operations. Specific guidelines and recommendations are provided in such areas as staff selection and training, program operations, unit administration, the use of specialized surveillance equipment, and records management. Variations of practice in the formation, operation, and administration of the units are traced to differences in the perception of the narcotics problem on the part of law enforcement agencies, related governmental institutions, and the general public. Overall, the effectiveness of MAN units was found to be a function of its responsiveness to local needs.

**Supplemental Notes:** Prescriptive package series.

**Sponsoring Agency:** US Department of Justice LEAA National Institute of Law Enforcement and Criminal Justice, 633 Indiana Avenue NW, Washington, DC 20531.

**Availability:** NCRS Stock Order No. 027-000-00406-7; NCJRS Microfiche Program.

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Report on a technical assistance study to determine an approach to providing improved investigative capabilities that would be both economically feasible and responsive to the needs of three small towns in northern Maine. This report is part of a study of police services in 200 metropolitan areas. The legality of certain aspects of investigation by squad members is discussed briefly as are training, administration, activation, and staff duties. A summary assessment of the first ten years of operation is included. For related documents, see NCJ-35940 through 35944 and NCJ-35946 and 35947.

**Sponsoring Agency:** National Science Foundation, 1800 G Street, NW, Washington DC 20550.

**Availability:** NCJRS Microfiche Program.

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**S. H. Green and S. Pennell.** *San Diego Region—Crimes Against Property Control (Fencing)—San Diego Police Department—Evaluation Report, Comprehensive Planning Organization, 1200 Third Avenue, Suite 524, San Diego CA 92101. 65 p. 1977. NCJ-42600

This report evaluates the effectiveness of the regionalization of a fencing unit's operations. It was determined that funds allocated to regionalize were not cost beneficial. In 1973, the San Diego Police Department established a fencing unit on a trial basis to identify and apprehend receivers of stolen property. Operations included the development of informers, surveillance, and techniques to identify unserialized property. These activities led to more than 200 arrests for receiving stolen property, as well as a substantial amount of property recovered and returned to owner. Based on this apparent success, the police department received LEAA funds to expand the fencing unit activities. To include the entire San Diego region, it was intended that the expansion of the unit's activities would strengthen anti-fencing work in other jurisdictions. A survey of law enforcement personnel in the region indicated partial success, but also advised that a task force approach would have been a more effective means of countering regional fencing activity. A review of arrests and property recovery revealed that regionalization was not cost beneficial. A major recommendation of the study stated that the San Diego Police Department fencing unit should curtail regional activity and focus on property crimes in the city of San Diego, with a consequent manpower reduction to the level existing prior to regionalization. Cooperative efforts between the San Diego Police and the Sheriff's fencing detail are urged to prevent duplication of operations and improve communication about property crimes.

**Sponsoring Agency:** US Department of Justice Law Enforcement Assistance Administration.

DATED JANUARY 1977, THIS TECHNICAL ASSISTANCE STUDY EXAMINED THE ALTERNATIVE APPROACHES TO CRIMINAL INVESTIGATIONS FOR RURAL AREAS, WITH EMPHASIS ON THE FEASIBILITY OF MAJOR CASE SQUADS. THIS REQUEST FOR TECHNICAL ASSISTANCE WAS MADE BY THE DELAWARE AGENCY TO REDUCE CRIME (DARC), AND WAS INITIATED AS A RESULT OF THE PROBLEMS EXPERIENCED BY SMALLER POLICE DEPARTMENTS IN RESPONDING ADEQUATELY TO CRIME INVESTIGATIONS DUE TO TIME AND MANPOWER LIMITATIONS. THE TECHNICAL ASSISTANCE EFFORT WAS FOCUSED ON SUSSEX COUNTY (DE). ITS SPECIFIC PURPOSE WAS TO EXAMINE THE FEASIBILITY OF A CO-OPERATIVE INVESTIGATIVE UNIT TO SERVE THE SMALL LAW ENFORCEMENT DEPARTMENTS IN SUSSEX COUNTY. THE ANALYSIS WAS BASED ON DISCUSSIONS WITH STATE AND LOCAL LAW ENFORCEMENT PERSONNEL AND EVALUATION OF AVAILABLE CRIME DATA. IT WAS CONCLUDED THAT A MAJOR CASE SQUAD APPROACH IN SUSSEX COUNTY WAS NOT NECESSARY OR FEASIBLE. INSTEAD, IT WAS RECOMMENDED THAT SERIOUS CONSIDERATION BE GIVEN TO THE ESTABLISHMENT OF COORDINATED CRIME PREVENTION AND INFORMATION EXCHANGE PROGRAMS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

110. J. P. KORNFIELD and J. D. RIORDAN. EVALUATION STUDY OF ALLEGHENY REGIONAL NARCOTIC TASK FORCE—FINAL REPORT. IT RESEARCH INSTITUTE, 10 WEST 35TH STREET, CHICAGO IL 60616. 120 p. 1974. NCJ-19341

AN ASSESSMENT OF THIS PROJECT DESIGNED TO ESTABLISH A MULTIJURISDICTIONAL COOPERATION IN DRUG LAW ENFORCEMENT AND TO APPREHEND AND SUCCESSFULLY PROSECUTE DRUG PEDDLERS. THIS COOPERATIVE VENTURE WITH LOCAL DEPARTMENTS PARTICIPATING IN SUPPLYING MANPOWER AS WELL AS POLICY DIRECTION WAS VIEWED AS A VIABLE METHOD OF COPING WITH PROBLEMS OF DRUG LAW ENFORCEMENT ON A REGIONAL BASIS. THE PROJECT ACTIVITIES AND ORGANIZATIONAL STRUCTURE OF THE PROGRAM ARE REVIEWED. THE EVALUATION EFFORTS CONSISTED OF THREE ON-SITE VISITS, INTERVIEWS WITH STAFF, REVIEW OF CASE RECORDS, AND OBSERVATION OF INTERNAL OPERATIONS. IT WAS FOUND THAT THE TASK FORCE HAD ACHIEVED SOME SUCCESS IN APPREHENDING AND SUCCESSFULLY PROSECUTING THE DRUG PEDDLER. THE PROJECT MANAGEMENT CLAIMED TO HAVE OVER 400 CASES, BUT CASE RECORD DATA WAS FURNISHED ON ONLY 157. THESE RECORDS SHOWED 157 ARRESTS, 211 CHARGES, 33 CONVICTIONS, 13 SENT TO JUVENILE COURT AND 67 CASES PENDING OR ON APPEAL. THE SECONDARY GOAL OF ESTABLISHING MULTI-JURISDICTIONAL COOPERATION IN DRUG LAW ENFORCEMENT WAS ACHIEVED. IT IS RECOMMENDED THAT, SINCE S.C.C.'S INABILITY TO SIGNIFICANTLY IMPROVE SERVICE OR PRODUCTION COULD BE ATTRIBUTED TO CONFLICTING GOALS AND LACK OF SUFFICIENT MANPOWER, THE ROLE OF THE CRIME SQUADS SHOULD BE ADJUSTED TO BE EITHER ELITE DRUG UNITS OR REGIONAL SERVICE UNITS, BUT NOT BOTH. THIS REPORT IS ONE OF TWO REPORTS WHICH COMPRISE THE S.C.C. EVALUATION. A DETAILED SUMMARY OF THE FINDINGS OF THE FIRST REPORT, WHICH ADDRESSED THE EXTENT TO WHICH S.C.C. HAD ACCOMPLISHED ITS SYSTEM CONSTRUCTION GOALS AS OF AUGUST 1973, IS ENCLOSED IN THE APPENDIX. ALSO INCLUDED ARE A COPY OF THE S.C.C. BY-LAWS, THE CODE OF BUREAUCRACY, AND A COPY OF THE LOCAL POLICE CHIEF INTERVIEW SCHEDULE USED IN THIS EVALUATION.

Sponsoring Agency: CONNECTICUT GOVERNOR'S PLANNING COMMITTEE ON CAMPUS SECURITY DIRECTORS, P O BOX 98127, ATLANTA GA 30329.

Availability: NCJRS MICROFICHE PROGRAM.

111. N. J. LO SCHIACIO, LAW ENFORCEMENT INTELLIGENCE UNIT, INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE. 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. POLICE CHIEF. V 62, N 2 (FEBRUARY 1975), P 46 & 82. NCJ-26556

THE PURPOSES AND MEMBERSHIP REQUIREMENTS OF THE LAW ENFORCEMENT INTELLIGENCE UNIT (LEIU) ARE SET FORTH. STARTED IN WESTERN COASTAL STATES, LEIU HAS ENLARGED ITS MEMBERSHIP TO INCLUDE AGENCIES FROM OTHER PARTS OF THE COUNTRY AND CANADA. LEIU WAS CONCEIVED IN RESPONSE TO INCREASING LARGE-SCALE ORGANIZED CRIME INVOLVEMENT IN PACIFIC COAST CITIES.

112. J. LYNCH. CONNECTICUT—EVALUATION OF THE STATEWIDE ENFORCEMENT COORDINATING COMMITTEE. 110 p. NCJ-27009


Sponsoring Agency: INTERNATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY SECURITY DIRECTORS, P O BOX 68127, ATLANTA GA 30329.

Availability: NCJRS MICROFICHE PROGRAM.
114. S. MASTROFSKI. TUSCALOOSA COUNTY (AL) HOMICIDE UNIT—POLICE SERVICES STUDY FACT SHEET. INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 5 p. NCJ-35944

DESCRIPTION OF THE TUSCALOOSA COUNTY (AL) HOMICIDE UNIT ORGANIZED BY THE COUNTY'S LAW ENFORCEMENT PERSONNEL TO SHARE THEIR RESOURCES AS THE EXCLUSIVE INVESTIGATING BODY OF CERTAIN TYPES OF SERIOUS CRIMES. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES OF 30 METROPOLITAN AREAS. THE UNIT WAS ORGANIZED TO INVESTIGATE HOMICIDE, SERIOUS ASSAULT, RAPE, ATTEMPTED RAPE, SUICIDE, AND CERTAIN TYPES OF MANSLAUGHTER. THE AUTHOR REVIEWS UNIT DESIGN AND CAPABILITIES AS WELL AS PROBLEMS ENCOUNTERED AND POSSIBLE EXPANSION. SUGGESTIONS ARE SET FORTH FOR COMMUNITIES CONSIDERING THE DEVELOPMENT OF SIMILAR UNITS BY THE UNIT'S DIRECTOR. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35943 AND NCJ-35945 THROUGH 35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.
Availability: NCJRS MICROFICHE PROGRAM.


STATISTICS AND A CASE STUDY ARE PROVIDED TO DESCRIBE THE ORGANIZATION AND OPERATIONS OF THE MAJOR CASE SQUAD—A MULTI-JURISDICTIONAL CRIMINAL INVESTIGATION UNIT. THE MAJOR CASE SQUAD'S CLOSED AND CLEARED CASE RATE OF 66 PERCENT EXCEEDS THE RATE OF ANY OF THE PARTICIPATING JURISDICTIONS. THE CASE STUDY REVEALS THAT THE MAJOR CASE SQUAD IS AN EFFICIENT ORGANIZATION THAT IS STRENGTHENED BY A HIGH DEGREE OF INTER-DEPARTMENTAL COOPERATION.

Availability: NCJRS MICROFICHE PROGRAM.


THIS REPORT FOR THE TEN-COUNTY SOUTH CAROLINA APPALACHIAN COUNCIL OF GOVERNMENTS ADDRESSES THE PROBLEMS OF ESTABLISHING AN INTER-JURISDICTIONAL NARCOTICS LAW ENFORCEMENT UNIT, AND IS DATED AUGUST, 1976. THE REPORT PROPOSES THAT A GOVERNING BODY FOR THE UNIT BE ESTABLISHED TO WHICH, AND ONLY TO WHICH, SHALL THE UNIT BE RESPONSIBLE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.


A JANUARY 1973 REPORT ON A MANAGEMENT STUDY DESIGNED TO IDENTIFY THE REQUIREMENTS FOR DEVELOPMENT OF AN INTEGRATED REGIONAL INFORMATION SYSTEM, INCLUDING AS A PART OF THIS STUDY WAS AN ANALYSIS OF THE RELATIONSHIP OF SUCH A SYSTEM TO THE STATEWIDE COMPREHENSIVE DATA SYSTEM PROMOTED BY LEAA. A REVIEW AND ANALYSIS OF PLANNED AND OPERATIONAL INFORMATION SYSTEMS USED BY THE LOCAL AND COUNTY LAW ENFORCEMENT AGENCIES AND THE STATE PLANNING AGENCY IS FOLLOWED BY RECOMMENDATIONS FOR A COMPREHENSIVE CRIMINAL JUSTICE INFORMATION SYSTEM FOR THE STATE OF COLORADO. SUGGESTED USE FOR CONSIDERATION AS ESSENTIAL TO THE OPTIMAL PERFORMANCE OF SUCH A SYSTEM ARE THE DEVELOPMENT OF A MASTER PLAN, AN ASSESSMENT OF INFORMATION NEEDS, AND ORGANIZATION CONTROLS IN THE FORM OF A STEERING COMMITTEE WHICH WOULD DETERMINE POLICY, ESTABLISH OR SANCTION PRIORITIES, AND EVALUATE PROGRESS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

118. MICHIGAN ATTORNEY GENERAL ORGANIZED CRIME DIVISION, 525 WEST OTTAWA STREET, LANSING MI 48913. ORGANIZED CRIME PROSECUTORS POOL, DISCRETIONARY GRANT PROGRESS REPORT. 100 p. 1972. NCJ-08621

ACTIVITIES AND ACCOMPLISHMENTS OF A PROJECT DIRECTED BY MICHIGAN ATTORNEY GENERAL'S DEPARTMENT TO COORDINATE ALL STATE AGENCIES ENGAGED IN FIGHTING ORGANIZED CRIME. THE SERVICES AND EXPERTISE OF INVESTIGATORS AND LAWYERS WERE WELDED INTO A SINGLE TEAM BY THIS PROJECT. PERSONNEL LISTINGS OF PROJECT MEMBERS, FISCAL REPORTS, AND A NARRATIVE OF MAJOR ORGANIZED CRIME OPERATIONS ARE PROVIDED. THE APPENDICES CONTAIN INFORMATION ON PROJECT ACTIVITIES REPORT FORMS, UNIT AND INDIVIDUAL MONTHLY PROGRESS REPORTS, AND RESUMES OF SELECTED STAFF MEMBERS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

119. R. L. MOORE. EXPERIMENT IN COOPERATIVE CRIME PREVENTION. CALIFORNIA ATTORNEY GENERAL'S BUREAU OF SECURITY COMMISSION, WELLS FARGO BANK BUILDING, SACRAMENTO CA 95814. CRIME PREVENTION REVIEW, V 3, N 4 (JULY 1976), P 28-32. NCJ-37048

DESCRIPTION OF A JOINT PROJECT OF THE MENLO PARK AND ATHERTON (CA) POLICE DEPARTMENTS TO REDUCE THE NUMBER OF RESIDENTIAL BURGLARIES ALONG ONE OF THEIR CONGRUENT BOUNDARIES. THE BURGLARY PREVENTION PROJECT INCLUDED POLICE BICYCLE PATROL, HOME AND BUSINESS SECURITY INSPECTION, JUVENILE CRIME PREVENTION, AND PROPERTY IDENTIFICATION ACTIVITIES. AFTER TWO YEARS OF OPERATION, THE MENLO PARK SECTION OF THE TARGET AREA SHOWED A 38 PERCENT REDUCTION IN RESIDENTIAL BURGLARIES AND ATHERTON SHOWED A 70 PERCENT REDUCTION. OTHER CRIME PREVENTION PROJECTS STRESSING COMMUNITY INVOLVEMENT HAVE BEEN IMPLEMENTED.

120. NATIONAL ASSOCIATION OF ATTORNEYS GENERAL, 3901 BARRETT DRIVE, RALEIGH NC 27609. COMBATING ORGANIZED CRIME—SUMMARIES OF SPEECHES TO AN APRIL 1978, SEMINAR. 89 p. 1978. NCJ-48903

A SUMMARY IS PROVIDED OF PAPERS PRESENTED AT A CONFERENCE ON ORGANIZED CRIME AND ITS CONTROL SPONSORED BY THE NATIONAL ASSOCIATION OF ATTORNEYS GENERAL. OVERVIEWS OF THE STATE'S ROLE IN CONTROLLING ORGANIZED CRIME INCLUDE DESCRIPTIONS OF ORGANIZED CRIME CONTROL EFFORTS IN NEW JERSEY AND NEW YORK. DISCUSSIONS OF ORGANIZATIONAL AND OPERATIONAL PROBLEMS IN ORGANIZED CRIME CONTROL TOUCH ON ORGANIZATION AND STAFFING IN THE OFFICES OF ATTORNEYS GENERAL, INTERAGENCY EFFORTS AND COORDINATION, OPERATIONAL PROBLEMS IN INVESTIGATION AND PROSECUTION, AND PROBLEMS IN STATE-LEVEL COORDINATION, EMERGING AREAS OF INVOLVEMENT FOR ORGANIZED CRIME ARE IDENTIFIED BY THE ATTORNEY GENERAL OF THE U.S DEPARTMENT OF JUSTICE. ORGANIZED CRIME AND RACKETEERING SECTION. OTHER PAPERS DETAIL ORGANIZED CRIME'S INVOLVEMENT IN GAMBLING.
SPECIAL UNITS

AND BINGO, TAX FRAUD, BANKING FRAUD, AND CORRUPTION OF OFFICIALS. APPROACHES TO PROSECUTION AND CONTROL OF ORGANIZED CRIME ARE SUGGESTED IN PAPERS ON OBTAINING AND USING BUSINESS RECORDS, LICENSING AND REGULATORY ACTION, BORDER SECURITY IN TEXAS, ADMINISTRATIVE PROCEDURES TO CONTROL THE LIQUOR INDUSTRY, AND USE OF WITNESS IMMUNITY LAWS, PRIVACY STATUTES AND RELATED CONSIDERATIONS AFFECTING STATE EFFORTS TO COMBAT ORGANIZED CRIME ARE DISCUSSED. OTHER PAPERS DESCRIBE APPROACHES TO SECURING STATE AND FEDERAL FUNDING FOR ORGANIZED CRIME CONTROL EFFORTS AT THE STATE LEVEL.

Availability: NATIONAL ASSOCIATION OF ATTORNEYS GENERAL, 3901 BARRETT DRIVE, RALEIGH NC 27609.

121. N. M. NEUBERT, MAJOR CASE SQUADS—POLICE SERVICES STUDY FACT SHEET. INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 8 p. NCJ-35946

DESCRIPTIONS IN THE VARIATIONS IN THE OPERATIONS AND BY-LAWS OF FOUR MAJOR CASE SQUADS WHICH CONSIST OF PERSONNEL OF MEMBER POLICE DEPARTMENTS WHO ARE AVAILABLE TO INVESTIGATE SERIOUS CRIMES WHEN REQUESTED BY A MEMBER. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. THE UNITS STUDIED REPRESENT TWO LARGE METROPOLITAN AREAS—ST LOUIS AND KANSAS CITY AND TWO SMALLER AREAS—TOPEKA (KS) AND POLK COUNTY (IA). THE SQUADS ARE COMPARED ACCORDING TO ADMINISTRATION, TRAINING, OPERATING PROCEDURES, ROLES OF OFFICERS WITHIN THE SQUADS, JURISDICTION, AND COSTS AND SUPPORT. A TABLE IS INCLUDED TO FACILITATE COMPARISONS. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35945 AND NCJ-35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

122. N. M. NEUBERT, MAJOR INVESTIGATIVE TEAM OF POLK COUNTY (IA)—POLICE SERVICES STUDY FACT SHEET. 2 p. NCJ-35943

BRIEF DESCRIPTION OF THE ORGANIZATION OF AN INVESTIGATIVE UNIT IN POLK COUNTY (IA) CALLED THE MAJOR INVESTIGATIVE TEAM TO ENCOURAGE COOPERATION AMONG THAT COUNTY'S LAW ENFORCEMENT AGENCIES IN INVESTIGATIONS OF SERIOUS CRIMES. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. THE CONDITIONS FOR ACTIVATING THE UNIT AND THE SINGLE CASE INVESTIGATED BY THEM SO FAR ARE ALSO BRIEFLY DISCUSSED. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35942 AND NCJ-35944 THROUGH 35947.

Availability: NCJRS MICROFICHE PROGRAM.

123. E. OSTROM, TOPEKA (KS)—MAJOR CASE SQUAD—POLICE SERVICES STUDY FACT SHEET. INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 14 p. NCJ-35947

DESCRIPTION OF A SQUAD ORGANIZED WITH PERSONNEL FROM LAW ENFORCEMENT AGENCIES IN SEVEN COUNTIES IN THE METROPOLITAN TOPEKA (KS) AREA TO INVESTIGATE MAJOR CRIMES SUCH AS MURDER, AGGRAVATED ASSAULT, ROBBERY, AND RAPE. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. IT DESCRIBES THE ORGANIZATION AND MANAGEMENT OF THE UNIT WHICH IS MADE UP OF 50 MEMBERS FROM THE JACKSON, JEFFERSON, DOUGLAS, OSAGE, WABAUNSEE, POTAWATOMIE, AND SHAWNEE COUNTIES. A DISCUSSION OF THE INVESTIGATIONS ALREADY CONDUCTED BY THE UNIT IS ALSO INCLUDED. SQUAD BY-LAWS AND THE DUTIES OF OFFICERS WITHIN THE SQUAD ARE LISTED. FOR RELATED DOCUMENTS, SEE NCJ-35940 THROUGH 35946.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

124. R. P. RHODES, SHENANGO VALLEY (PA) DRUG UNIT—FINAL EVALUATION REPORT. PENNSYLVANIA GOVERNOR'S JUSTICE COMMISSION NORTHWEST REGIONAL PLANNING COUNCIL. 8 p. 1976 NCJ-40195

AN ANALYSIS OF THE ACTIVITIES OF THE SHENANGO VALLEY DRUG UNIT, INCLUDING ARREST LEVELS AND CONVICTION LEVELS. THE FOCUS OF THIS EVALUATION WAS ON FOUR SPECIFIC INDICATORS OF PROGRAM SUCCESS: NUMBER AND TYPES OF ARRESTS FOR DRUG POSSESSION AND USE; CHARGES ALTERED BY THE COURT FOR EVIDENTIAL OR OTHER PURPOSES; ACQUITTAL AND CONVICTION DISMISSAL RATES; AND LEVELS OF INTERAGENCY COOPERATION. IT WAS FOUND THAT THE DRUG UNIT EFFECTED A SIZEABLE PROPORTION OF THE DRUG ARRESTS IN MERCER Co., PA. IN GENERAL, COOPERATION WITH OTHER AGENCIES WAS FOUND TO BE HIGH. FINALLY, IT WAS FOUND THAT A NUMBER OF CASES WERE LOST THROUGH SUPPRESSION HEARINGS AND DISMISSALS; HOWEVER, 82 PERCENT OF THESE INVOLVED SMALL AMOUNTS OF 'SOFT' DRUGS. MOST HARDER DRUG CASES RESULTED IN A CONVICTION ON A DRUG OR OTHER FELONY CHARGE.

Availability: NCJRS MICROFICHE PROGRAM.

125. E. J. SCOTT, INTRA-COUNTY MAJOR CASE INVESTIGATION UNIT OF DANE COUNTY (WI)—POLICE SERVICES STUDY FACT SHEET. INDIANA UNIVERSITY DEPARTMENT OF POLITICAL SCIENCE. 5 p. NCJ-35941

DESCRIPTION OF AN INTERJURISDICTIONAL COOPERATIVE UNIT TO INVESTIGATE MAJOR CRIMES IN THE DANE COUNTY (WI) METROPOLITAN AREA. THIS REPORT IS PART OF A STUDY OF POLICE SERVICES IN 200 METROPOLITAN AREAS. MEMBERSHIP AND ACTIVATION PROCEDURES ARE DESCRIBED AS ARE THE ROLES OF DIFFERENT OFFICERS WITHIN THE UNIT. BRIEF DISCUSSIONS OF JURISDICTIONAL AUTHORITY, COSTS, AND THE TWO CASES PROCESSED BY THE UNIT SO FAR ARE INCLUDED. FOR RELATED DOCUMENTS, SEE NCJ-35940 AND NCJ-35942 THROUGH NCJ-35947.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: NCJRS MICROFICHE PROGRAM.

126. SOUTH CENTRAL CONNECTICUT REGIONAL CRIME SQUAD—FINAL NARRATIVE REPORT. 5 p. NCJ-14318

A BACKGROUND OF THE PHILOSOPHY AND NEED FOR A REGIONAL LAW ENFORCEMENT AGENCY AND DATA ON WARRANTS AND ARRESTS OF THIS REGIONAL CRIME SQUAD. REGIONAL LAW ENFORCEMENT AGENCIES WERE CREATED IN RESPONSE TO THE NEED FOR MORE MOBILE AND FLEXIBLE AGENCIES, UNHAMPERED BY LOCAL POLITICAL BOUNDARIES. THIS CRIME SQUAD OPERATES SEPARATELY FROM LOCAL DEPARTMENTS. THE SQUAD'S ACTIVITIES ARE DIRECTED AT COMBATING NARCOTICS TRAFFIC AND ILLEGAL GAMBLING. THE CRIME SQUAD HAS MANAGED TO MAINTAIN ITS STRENGTH BETWEEN 7 AND 10 FULL TIME PERSONNEL UNDER COMMAND OF A DETECTIVE SERGEANT FROM THE NEW HAVEN POLICE DEPARTMENT. SPECIFIC ACTIVITIES OF THE SQUAD ARE DESCRIBED. ARRESTS FOR THE PERIOD OF OCTOBER 1971 AND MARCH 1972 WERE REPORTED TO TOTAL 112, AND 109 GAMBLING INVESTIGATIONS AND 24 ARRESTS FOR OFFENSES OTHER THAN GAMBLING OR NARCOTICS VIOLATIONS WERE ALSO REPORTED.

Availability: NCJRS MICROFICHE PROGRAM.
Crime Laboratories


RECOMMENDED SYSTEMS OF CRIMINALISTICS OPERATIONS THAT MEET STATED COST BENEFIT CRITERIA WHILE SERVING LOCAL, REGIONAL, AND NATIONAL NEEDS. A SYSTEMS ANALYSIS OF THE ROLE OF CRIMINALISTICS IN LAW ENFORCEMENT AND CRIMINAL JUSTICE WAS CONDUCTED WHICH DEFINED FACTORS THAT INFLUENCE SIZE AND LOCATION OF CRIMINALISTICS OPERATIONS. IN CONJUNCTION WITH THAT ANALYSIS, AN ESTIMATE WAS MADE OF NATIONAL DEMAND FOR CRIMINALISTICS SERVICES. A STUDY FOLLOWED WHICH INVESTIGATED THE INFLUENCE OF LAB LOCATION UPON THAT DEMAND. THESE SEVERAL ANALYSES RESULTED IN THE DEVELOPMENT OF TWO QUANTITATIVE PLANNING CONCEPTS WITH WHICH TO STRUCTURE CRIME LABS IN ACCORDANCE WITH NEED. ALSO DESCRIBED ARE SEVEN MAJOR CRIME LAB LOCATION STRATEGIES WHICH ARE BASED ON OPERATIONS AT FIVE DIFFERENT LEVELS: CITY, STANDARD METROPOLITAN STATISTICAL AREA (SMSA), STATE, REGIONAL, AND NATIONAL. A COST-EFFECTIVENESS IS EXPLAINED WHICH DISCRIMINATES BETWEEN LOCATION STRATEGIES RELATIVE TO PERFORMANCE AND COST INDICES. THE APPENDICES INCLUDE A LABORATORY ANALYSIS AND BUDGETING SYSTEM, A TABULATION OF CRIME LAB SERVICES, AND AN ANALYSIS AND FLOW CHARTS OF LABORATORY PROCEDURE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

129. NATIONAL ASSOCIATION OF COUNTIES, 1735 NEW YORK AVENUE, NW, WASHINGTON DC 20006. MONROE COUNTY, NEW YORK'S PUBLIC SAFETY LAB SERVER 8 COUNTIES WAR AGAINST CRIME. AMERICAN COUNTY, V. 36, N 6 (JUNE 1971), P 12-15. NCJ-12066

CONSOLIDATION OF A CITY POLICE LAB INTO A CITY-PUBLIC SAFETY LAB SERVER 8 COUNTIES. THE CONSOLIDATION UNDER DISCUSSION WAS TO COMBINE THE MEDICAL EXAMINER'S LABORATORY WITH THE COUNTY POLICE LABORATORY, BOTH OF WHICH SERVE THE WHOLE COUNTY. IN ARRIVING AT THE RECOMMENDATION TO MERGE THE TWO LABS, THE CONSULTANT STUDIED INTERNAL (BUDGET, PERSONNEL, EQUIPMENT, SPACE) AND EXTERNAL (RELATIONSHIPS WITH USER AGENCIES AND THE JUDICIAL SYSTEM) FACTORS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.
CRIME LABORATORIES

NCJ-04968
COORDINATION AND CONSOLIDATION OF LOCAL POLICE LABORATORY SERVICES. THE EXCERPT DEALS WITH COORDINATION OF LOCAL POLICE LABORATORY SERVICES, INCLUDING DISCUSSION OF CURRENT LOCAL PRACTICES, THE ROLE THAT STATES CAN PLAY IN THIS AREA, AND ITS CONCLUSIONS AS TO WORTHWHILE PROGRAMS FOR CENTRALIZATION, POOLING, AND COORDINATION OF ACTIVITIES.
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

NCJ-10931
DESCRIPTION AND ANALYSIS OF A STATE-WIDE FORENSIC SCIENCE LABORATORY SYSTEM WITH SUGGESTIONS FOR IMPROVING ITS EFFICIENCY AND EFFECTIVENESS. THE HISTORICAL EVENTS IN ALABAMA WHICH SHAPED THE GROWTH OF THE PRESENT CRIME LABORATORY SYSTEM ARE OUTLINED AND DESCRIPTIVE INFORMATION ABOUT THE LABORATORIES PRESENTLY IN OPERATION IS PRESENTED. THE PRESENT STATUS OF THESE CRIME LABORATORIES AND THEIR RELATIONSHIP TO OTHER CRIMINAL JUSTICE AGENCIES, AS WELL AS TO AGENCIES IN THE GOVERNMENT AND COMMUNITY, IS DISCUSSED. THE EFFECT WHICH THE DISTANCE OF A CRIME LABORATORY FROM THE SCENE OF A CRIME MAKES ON THE LABORATORY'S EFFECTIVENESS IS EXAMINED IN DETAIL. ALL OF THIS INFORMATION IS USED TO IDENTIFY AREAS IN THE SYSTEM WHERE IMPROVEMENTS WILL BE NEEDED IN ORDER FOR IT TO RESPOND TO THE UNIQUE NEEDS OF THE STATE. SPECIFIC RECOMMENDATIONS FOR THESE IMPROVEMENTS ARE LISTED. APPENDED MATERIAL INCLUDES PROPOSED LEGISLATION FOR THE DEPARTMENT OF FORENSIC SCIENCE. (AUTHOR ABSTRACT MODIFIED)
Sponsoring Agency: ALABAMA LAW ENFORCEMENT PLANNING AGENCY, 2863 FAIRLAND DRIVE, BUILDING F, SUITE 49, EXECUTIVE PARK, MONTGOMERY, AL 36111.
Availability: NTIS. Accession No. PB 238 854/AS.

NCJ-29536
A DESCRIPTION OF VIRGINIA'S CONSOLIDATED, REGIONAL CRIME LABORATORY SYSTEM. THIS MONOGRAPH DISCUSSES THE ORIGINS AND OPERATIONS OF THE VIRGINIA BUREAU OF FORENSIC SCIENCE. THE PROJECT HAS CONSOLIDATED A NUMBER OF SMALL, UNEQUIPPED LABORATORIES, BUILT A LARGE CENTRAL STATE LABORATORY AT RICHMOND AND CREATED A NEW SCIENTIFIC INSTITUTION, THE BUREAU OF FORENSIC SCIENCE, TO OPERATE THE LABORATORY SYSTEM. THE SYSTEM WHICH INCLUDES REGIONAL LABORATORIES IN FAIRFAX, ROANOKE AND NORFOLK IS DESIGNED TO MEET THE STATE'S PRESENT AND FUTURE FORENSIC REQUIREMENTS.
Availability: NCJRS MICROFICHE PROGRAM.

A STUDY TO DELINEATE THE STATUTORY RESPONSIBILITIES OF THE OFFICE OF SHERIFF, IDENTIFY THE FUNCTIONS PERFORMED AND THEIR COST, TOGETHER WITH A FORMULA TO BE USED IN CHARGING FOR CONTRACTED SERVICES. THE SCOPE OF POLICING SERVICES PERFORMED BY THE OFFICE OF SHERIFF WAS DETERMINED TO ENCOMPASS ALL JURISDICTIONS IN THE COUNTY AND INCLUDES THE FUNCTIONAL OPERATIONS OF FIELD PATROL, INVESTIGATION OF CASES, TRAFFIC CONTROL, AND PROVISION OF SUSTAINING SERVICES. IT WAS FURTHER FOUND THAT THE SHERIFF HAS WIDE DISCRETION TO DETERMINE THOSE SERVICES HE WILL PROVIDE COUNTY-WIDE, OR LIMIT TO THE UNINCORPORATED AREA AND CONTRACT CITIES. FOR COSTING PURPOSES THE POLICING FUNCTIONS OF THE SHERIFF'S DEPARTMENT WERE ALLOCATED COUNTY-WIDE, IN UNINCORPORATED AREAS, AND IN CONTRACT CITY RESPONSIBILITIES. FIVE ALTERNATIVE PRICING MODELS WERE IDENTIFIED FOR DETAILED CONSIDERATION.

Sponsoring Agency: CALIFORNIA CONTRACT CITIES ASSOCIATION, 2468 HUNTINGTON, SAN MARINO CA 91108.
Availability: NCJRS MICROFICHE PROGRAM.


A DECISION-MAKING SYSTEM DESIGNED TO HELP POLICE IDENTIFY FIELD POLICING SERVICE LEVELS AND MEASURES, TO DETERMINE MANPOWER AND COST REQUIREMENTS, AND TO ANALYZE BENEFITS AND COSTS OF ALTERNATIVE FIELD POLICING METHODS. THIS STUDY REPRESENTS, IN PART, A CASE STUDY OF THE FIELD OPERATIONS OF THE PASADENA POLICE DEPARTMENT WHICH WAS USED TO ANALYZE THE NATURE AND TYPES OF FIELD POLICING SERVICES PROVIDED, WORKLOADS AND MANPOWER UTILIZATION, STEPS TAKEN TO IMPROVE FIELD SERVICES, AND HOW DECISIONS WERE MADE REGARDING SERVICE LEVELS AND FIELD POLICING RESOURCE REQUIREMENTS. BASED ON THIS AND OTHER RESEARCH STUDIES, A PERFORMANCE AND COST DECISION-MAKING SYSTEM HAS BEEN DEVELOPED. THIS SYSTEM CONSISTS OF 14 ANALYTICAL TASKS, AND THE PURPOSE, METHODOLOGY, TASK COMPLETION RESPONSIBILITY AND IMPORT CONSIDERATIONS WHICH AFFECT DECISION-MAKING IN EACH OF THESE ANALYTICAL TASKS ARE DESCRIBED. A BENEFIT AND COST METHODOLOGY TO ANALYZE ALTERNATIVE FIELD POLICING APPROACHES AND METHODS IS ALSO DESCRIBED. ONCE THIS PERFORMANCE-COST DECISION-MAKING METHODOLOGY WAS DEVELOPED, IT WAS TESTED, ON A SUMMARY BASIS, FOR THE CITIES OF PASADENA AND COMMERCE, CALIFORNIA. IN ADDITION, THE METHODOLOGY PROPOSED FOR ANALYZING THE BENEFITS AND COSTS OF POLICE SERVICE APPROACHES WAS TESTED BY EVALUATING ALTERNATIVE WAYS OF REDUCING RESPONSE TIMES IN PASADENA. FINALLY, THE IMPLICATIONS OF THIS PERFORMANCE-COST DECISION-MAKING SYSTEM FOR CONTRACT CITIES IN LOS ANGELES COUNTY WERE ASSESSED. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: CALIFORNIA CONTRACT CITIES ASSOCIATION, 2468 HUNTINGTON, SAN MARINO CA 91108.
Availability: NCJRS MICROFICHE PROGRAM.

136. COLORADO DIVISION OF CRIMINAL JUSTICE, 1313 SHERMAN STREET, ROOM 419, DENVER CO 80203. DOUGLAS COUNTY (CO)—POLICE SERVICES. 160 p. 1972. NCJ-08168

THE FINANCING, TYPES, AND LEVELS OF COUNTY POLICE ACTIVITIES AND PROPOSALS FOR IMPROVING POLICE SERVICE THROUGH COOPERATION WITH OTHER COUNTIES, POPULATION TRENDS, EMPLOYMENT AND INCOME LEVELS, AND LAND AND HOUSING TAX ASSESSMENTS ARE PROJECTED INTO THE FUTURE TO AID IN THE ESTIMATE OF THE COUNTY'S NEED FOR POLICE SERVICES. STATE AND LOCAL LAWS WHICH PERMIT AND RESTRICT REDEFINITION OF RESPONSIBILITIES FOR COUNTY POLICE ACTIVITIES ARE OUTLINED. AFTER ASSESSING THE EXISTING ORGANIZATION OF POLICE SERVICES, IT IS SUGGESTED THAT THE COUNTY CONTRACT WITH A NEIGHBORING COUNTY FOR JOINT FIELD POLICE SERVICE, STAFF, AND AUXILIARY FUNCTIONS.

Sponsoring Agency: COLORADO DIVISION OF CRIMINAL JUSTICE, 1313 SHERMAN STREET, ROOM 419, DENVER CO 80203.
Availability: NCJRS MICROFICHE PROGRAM.


DISCUSSION OF THIS SYSTEM THAT ALLOWS SMALL TOWNS THAT DO NOT HAVE POLICE DEPARTMENTS TO CONTRACT

WHAT A LAW ENFORCEMENT CONTRACT CAN AND CANNOT DO, HOW TO PLAN AND IMPLEMENT SUCH A CONTRACT, AND HOW TO USE DEPARTMENT RESOURCES TO MAKE SUCH A CONTRACT WORK ARE COVERED IN THIS MANAGEMENT MANUAL. CONTRACT LAW ENFORCEMENT, A VOLUNTARY PROGRAM IN WHICH ONE GOVERNMENT ENTERS INTO A LEGALLY BINDING AGREEMENT TO PROVIDE LAW ENFORCEMENT SERVICES TO ANOTHER GOVERNMENT FOR A FEE, IS A RAPIDLY GROWING AREA. THIS MANUAL IS BASED ON THE STUDY OF 114 SUCH CONTRACTS IN COMMUNITIES RANGING FROM LESS THAN 5000 POPULATION TO MORE THAN 20,000. MOST OF THE LARGER RECIPIENT COMMUNITIES ARE LOCATED IN LOS ANGELES COUNTY, WHICH IS GIVEN SPECIAL ATTENTION AS THE ORIGINATING AGENCY OF CONTRACT LAW ENFORCEMENT. THIS MANUAL COVERS OBTAINING LEGAL AUTHORIZATION FOR CONTRACTING, WRITING THE CONTRACT, ESTIMATING QUANTITY OF SERVICE NEEDED, PROVIDING FOR TEMPORARY INTERRUPTIONS IN SERVICE, ALLOCATING POLICY ROLES, MAINTAINING CONTROL OVER THE CONTRACTING AGENCY, ALLOCATING TERRY LIABILITY, AND EVALUATING SERVICE DELIVERY. FINANCING IS DISCUSSED, INCLUDING ITEMS TO BE INCLUDED IN DIRECT PERSONNEL, FIELD EQUIPMENT, AND INDIRECT SUPPORT COSTS, HOW TO BREAK OUT COSTS ON AN HOURLY BASIS; FISCAL CONTROL PROCEDURES; AND OPPORTUNITIES TO OBTAIN FEDERAL ASSISTANCE THROUGH LEAA ACTION GRANTS AND DEPARTMENT OF LABOR COMPREHENSIVE EMPLOYMENT AND TRAINING ACT GRANTS. SPECIAL PROBLEMS FOR THE CONTRACTOR INCLUDE MOTIVATING DEPARTMENTAL PERSONNEL TO SUPPORT CONTRACTING, CHOOSING BETWEEN FIXED AND ROTATING ASSIGNMENTS IN THE CONTRACT AREA, PERSONNEL POLICIES FOR CONTRACT ASSIGNMENTS, AND MEETING FACILITY AND EQUIPMENT NEEDS. A STEP-BY-STEP PROCESS FOR DEVELOPING A CONTRACT PROGRAM IS RECOMMENDED, BEGINNING WITH A FEASIBILITY STUDY. A JURISDICTION SHOULD THEN REQUEST PROPOSALS FOR CONTRACT SERVICES, DEVELOP THE PROPOSALS, SOLICIT CITIZEN SUPPORT, NEGOTIATE THE CONTRACT, AND PROVIDE FOR SUPERVISION OF IMPLEMENTATION. CASE STUDIES ARE GIVEN OF 11 DIFFERENT CONTRACTS. TABLES AND NARRATIVE SUMMARIES DETAIL ESTIMATING PATROL REQUIREMENTS, USING A PATROL OFFICER AVAILABILITY WORKSHEET, ESTIMATING HOURLY TOTAL PATROL OFFICER COSTS, ESTIMATING HOURLY DIRECT PERSONNEL COSTS, AND ESTIMATING VEHICLE EXPENSES. A SAMPLE AGREEMENT FOR GENERAL LAW ENFORCEMENT SERVICES IS INCLUDED.

**Sponsoring Agency:** US Department of Justice Law Enforcement Assistance Administration.

**Availability:** GPO Stock Order No. 027-000-00562-3; NCJRS Microfiche Program.


CASE REPORTS OF 20 LAW ENFORCEMENT CONTRACT PROGRAMS VISITED DURING INFORMATION GATHERING FOR AN EVALUATION STUDY OF CONTRACT LAW ENFORCEMENT ARE PRESENTED. A VARIETY OF PROGRAMS AND CONTRACT METHODS ARE INCLUDED. THESE CASE REPORTS INCLUDE A DETAILED STUDY OF THE RESIDENT TROOPER PROGRAMS OF THE CONNECTICUT AND MARYLAND STATE POLICE AS WELL AS COUNTY-TO-CITY OR COUNTY-TO-REGION PROGRAMS IN BROWN COUNTY, WISCONSIN; COOK COUNTY, ILLINOIS; DECatur COUNTY, IOWA; INGHAM AND WAUSENAY COUNTIES, MICHIGAN; MARION COUNTY, FLORIDA (WHICH ALSO PROVIDES LAW ENFORCEMENT FOR THE NATIONAL FOREST SERVICE); PINELLAS COUNTY, FLORIDA; LOS ANGELES, ORANGE, RIVERSIDE, AND SAN BERNARDINO COUNTIES, CALIFORNIA; MORRISON, RAMSEY, AND WASHINGTON COUNTIES, MINNESOTA; ST. LOUIS COUNTY, MISSOURI, AND WARREN COUNTY, IOWA; DAKOTA, THE CITY-TO-COUNTY PROGRAM OF ATLANTA, GEORGIA, AND THE CITY-TO-CITY PROGRAM OF BREA AND YORBA LINDA, CALIFORNIA, ARE ALSO EXAMINED. EACH REPORT DISCUSSES PERSONNEL EQUIPMENT, BENEFITS, PROBLEMS ENCOUNTERED, AND POSSIBLE FUTURE OF THE PROGRAM.

**Sponsoring Agency:** US Department of Justice National Institute of Law Enforcement and Criminal Justice, 633 Indiana Avenue NW, Washington, DC 20531.


A CRITICAL SURVEY IS MADE OF THE LITERATURE ON CONSOLIDATION (DEFINED AS ANY INTERJURISDICTIONAL SHARING OR TRANSFER OF LAW ENFORCEMENT AUTHORITY) AND INTERJURISDICTIONAL CONTRACT ARRANGEMENTS. CONSOLIDATIONIST AND CONTRACTUAL LAW ENFORCEMENT AGREEMENTS HAVE BEEN PROPOSED BY A NUMBER OF REFORM GROUPS AS A POSSIBLE SOLUTION TO THE GROWING CRIME PROBLEM. THESE GROUPS SEE FRAGMENTATION OF LAW ENFORCEMENT AS A MAJOR DIFFICULTY TODAY. THIS SURVEY OF THE LITERATURE EVALUATES THEORETICAL AND ACTUAL ARGUMENTS FOR AND AGAINST SUCH ARRANGEMENTS. METHODS OF CONSOLIDATING OR CONTRACTING, WITH THE PRACTICAL PROBLEMS INVOLVED, ARE REVIEWED. ACTUAL CONSOLIDATION PROGRAMS ARE DESCRIBED, ALONG WITH A DISCUSSION OF BENEFITS AND PROBLEMS. CHECKLISTS GIVE SPECIFICATIONS FOR A LAW ENFORCEMENT CONTRACT AND FOR A CONSOLIDATION AGREEMENT. STATE, COUNTY, AND FEDERAL LAWS AND RELATIONSHIPS ARE CONSIDERED OF THE SEVERAL PROGRAMS IN THE U.S., ONLY MARION COUNTY, INDIANA, HAS BEEN ABLE TO POINT TO A LOWERED PROPERTY TAX RATE. SOME OTHER PROGRAMS HAVE ACTUALLY INCREASED COSTS, ALTHOUGH THEIR SUPPORTERS POINT TO IMPROVED LAW ENFORCEMENT EFFORTS. APPENDICES GIVE A SUMMARY OF PROS AND CONS FOR TOTAL, PARTIAL, AND
CONSOLIDATION CONTRACT SERVICES

FUNCTIONAL CONSOLIDATION PLUS VARIOUS CONTRACTING HYPOTHESES. A 29-PAGE BIBLIOGRAPHY IS INCLUDED.


141. D. A. FENNELL and C. THURN. CONTRACT POLICING—AN ATTITUDES STUDY OF NORTH DAKOTA GOVERNMENT AND LAW ENFORCEMENT OFFICIALS. 47 p. NCJ-16703

THIS STUDY ASSESSED CITY AND COUNTY OFFICIALS' ATTITUDES TOWARD CONTRACT POLICING IN ORDER TO DETERMINE THE FEASIBILITY OF ESTABLISHING SUCH A SYSTEM IN THE STATE. ALL THE MAYORS, POLICE CHIEFS, COUNTY COMMISSIONERS, AND SHERIFFS IN NORTH DAKOTA WERE SURVEYED TO DETERMINE THEIR ATTITUDE TOWARDS THEIR CURRENT LAW ENFORCEMENT SYSTEM AND THE DESIRABILITY OF ESTABLISHING A CONTRACT POLICING SYSTEM BETWEEN THE CITIES AND THE COUNTY SHERIFF. TWO DIFFERENT QUESTIONNAIRES WERE USED. ONE, WITH SIX QUESTIONS WAS SENT TO SHERIFFS AND COUNTY COMMISSIONERS. ANOTHER, WITH 17 QUESTIONS, WAS MAILED TO MAYORS AND POLICE CHIEFS. RESULTS OF THE SURVEY ARE DISCUSSED IN DETAIL. RESPONSES TO INDIVIDUAL QUESTIONS ARE PRESENTED IN THE REPORT. THE MAYORS, SHERIFFS, POLICE CHIEFS, AND COUNTY COMMISSIONERS WHO HAD CONTRACT POLICING SYSTEMS WERE ALL SATISFIED WITH THEIR SYSTEM. IT WAS SUGGESTED THAT POLICE CHIEFS IN TOWNS WITHOUT CONTRACT POLICING BE USED AS DEPUTY SHERIFFS IN CHARGE OF CONTRACT POLICING IN THEIR TOWN. RECOMMENDATIONS INCLUDED A STATE-INITIATED PROGRAM TO ENCOURAGE TOWNS TO PARTICIPATE IN A CONTRACT LAW ENFORCEMENT PROGRAM AND UTILIZING CONTRACT POLICING ON A TRIAL BASIS IN TOWNS WHERE OFFICIALS WERE UNFAVORABLE TOWARDS IT.

Availability: NCJRS MICROFICHE PROGRAM.


NCJ-328155

THIS STUDY DESCRIBES EFFORTS TO DEVELOP USEFUL CRITERIA FOR EVALUATING THE PERFORMANCE OF ALTERNATIVE MUNICIPAL SERVICES DELIVERY SYSTEMS: IN THIS CASE, CONTRACT LAW ENFORCEMENT IN LOS ANGELES COUNTY. THE MAIN OBJECTIVE OF THIS STUDY WAS TO DESCRIBE THE GENERAL EVALUATIVE CRITERIA AND TO APPLY THEM SPECIFICALLY TO POLICE SERVICES, BOTH AS AN ILLUSTRATION OF THE METHODOLOGY EMPLOYED AND AS A DEVICE FOR COMPARING THE CONTRACT SYSTEM WITH THE SELF-PROVISION OF POLICE SERVICES THROUGH A CITY DEPARTMENT. IN THE FIRST SECTION OF THIS REPORT, THE RELATIVITY CRITERIA FOR EVALUATING SERVICE DELIVERY THROUGH ALTERNATIVE STRUCTURES ARE PRESENTED AND DISCUSSED ALONG WITH A BRIEF REVIEW OF THE 'EVALUATION' LITERATURE. THE EMPirical INDICATORS NEEDED FOR ASSESSING THE PERFORMANCE OF CONTRACT LAW ENFORCEMENT ARE THEN PRESENTED. TWO SEPARATE STRATEGIES WERE PURSUED TO DEVELOP THE NECESSARY INFORMATION TO EVALUATE THE MULTIPLE FACETS OF THE CONTRACT STRUCTURE FOR LAW ENFORCEMENT SERVICES. FIRST, DATA WERE COLLECTED ON VARIOUS COMPONENTS OF PERFORMANCE AND CONVEN-TIONAL STATISTICAL TECHNIQUES WERE EMPLOYED TO ANALYZE THE DATA. SECOND, POLICE CHIEFS, CHOSEN FROM INDEPENDENT CITIES IN SOUTHERN CALIFORNIA COUNTIES WHERE CONTRACT POLICING IS PREVALENT, WERE INTERVIEWED. THE RESULTS ARE COMPARED WITH THE STATISTICAL RESULTS. FINALLY, SOME TRENDS IN THE CONTRACT LAW ENFORCEMENT PLAN ARE DISCUSSED. (AUTHOR ABSTRACT MODIFIED)

Availability: NCJRS MICROFICHE PROGRAM.


NCJ-60746

MUNICIPAL GOVERNMENTS CAN IMPROVE THEIR EFFICIENCY AND LESSEN THEIR BUDGETARY PROBLEMS BY CONTRACTING FOR PUBLIC SERVICES WITH PRIVATE FIRMS. CONTRACTING FOR PUBLIC SERVICES IS A COMMON PRACTICE FOR SUCH SERVICES AS SANITATION AND STREET MAINTENANCE. INJECTING COMPETITION INTO THE PROVISION OF SERVICES YIELDS IMPORTANT ECONOMIC ADVANTAGES, AS CONTRASTED WITH LOCAL GOVERNMENTAL MANGEMENT. ALSO, AS ECONOMIES OF SCALE ARE INTRODUCED, CONTRACTING FROM A LARGE-SCALE PROVIDER PERMITS GOVERNMENT OVERSIGHT OF COST-EFFECTIVE OPERATIONS. IN THE LAKEWOOD PLAN OF INTERGOVERNMENTAL CONTRACTING, LOS ANGELES COUNTY HAS CONTRACTED TO PROVIDE POLICE SERVICES TO 30 OTHER MUNICIPALITIES. THE SCALE ECONOMICS OF PRIVATE CONTRACTING MAY BE WEAKER OR ABSENT IN AN INTERGOVERNMENTAL CONTRACT SYSTEM SUCH AS LAKEWOOD, WHICH RELIES ON A COSTLY COUNTY BUREAUCRACY. HOWEVER, THE LAKEWOOD SYSTEM DOES RESULT IN STANDARDIZATION OF ARREST POLICIES AND PATROL POLICIES. DATA ON POLICE SERVICES, ESPECIALLY ON THE RATE OF MAJOR OFFENSES REPORTED, INDICATE THAT CONTRACT CITIES EXPERIENCE A SIGNIFICANTLY HIGHER VIOLENT CRIME RATE THAN DO INDEPENDENT CITIES, AND THAT COST PER OFFICER IS HIGHER IN CONTRACT CITIES. A REGRESSION MODEL FOR POLICE SERVICES REVEALS THAT CONTRACT CITIES HAVE SIGNIFICANTLY LOWER PATROL MANPOWER LEVELS THAN DO INDEPENDENT CITIES. HOWEVER, WITH THE ABSENCE OF A RELIABLE POLICING STANDARD, IT IS DIFFICULT TO DETERMINE WHETHER CONTRACT CITIES ARE 'UNDERPOLICED' OR INDEPENDENT CITIES ARE 'OVERPOLICED'. ALTHOUGH TAX BENEFITS MAY ACCRUE TO CITIES USING CONTRACTING, THE CORRESPONDINGLY HIGHER CRIME RATE MAY MAKE THE CONTRACTING LESS BENEFICIAL. AN APPENDIX, FOOTNOTES, AND REFERENCES ARE PROVIDED.

Availability: INSTITUTE FOR SCIENTIFIC INFORMATION, 325 CHESTNUT STREET, PHILADELPHIA PA 19106.


NCJ-61548

INTERLOCAL CONTRACTING TO IMPROVE SELECTED SERVICES IN TEXAS AND TO REDUCE ESCALATING GOVERNMENT COSTS ARE EXAMINED IN SIX CASE STUDIES. CASES WERE SELECTED WITH THE ASSISTANCE OF WELL-KNOWN AUTHORITIES ON INTERLOCAL CONTRACTING FROM CITY AND COUNTY GOVERNMENTS IN TEXAS AND FROM SEVERAL ALLIED ORGANIZATIONS. GUIDELINES IN CHOOSING THE CASES WERE APPLICABILITY (AGREEMENTS WITH HIGH TRANSFERABILITY TO OTHER GOVERNMENTS IN TEXAS), AVAILABILITY (AGREEMENTS WITH SUFFICIENT INFORMATION TO BUILD A REASONABLY EXACT CHRONICLE OF WHAT ACTUALLY OCCURRED), CAPABILITY (AGREEMENTS THAT
CONTRACT SERVICES

ANY GOVERNMENT CAN EXECUTE AND ADMINISTER, DIVERSITY (AGREEMENTS THAT REPRESENT COOPERATION AMONG VARIED JURISDICTIONS), INTEREST (AGREEMENTS CONTAINING MEANINGFUL INFORMATION), TIMELINESS (AGREEMENTS REGARDING FUNCTIONS AND SERVICES THAT ARE OF MAJOR CONCERN TO PUBLIC OFFICIALS), AND UNIQUENESS (AGREEMENTS THAT DEMONSTRATE NOVELTY IN THEIR APPROACH TO PROVIDING SERVICES). EACH CASE STUDY ADDRESSES A COMMUNITY PROBLEM WHICH RESULTS IN COOPERATION. IT SHOWS WHAT GOVERNMENT LEADERS HOPED TO ACCOMPLISH BY COOPERATION, HOW THE AGREEMENT WAS STRUCTURED TO CARRY OUT ITS INTENDED PURPOSE, AND WHAT BENEFITS RESULTED TO THE CONTRACTING PARTIES FROM THE AGREEMENT. THE PROGNOSIS FOR CONTINUED COOPERATION IS ALSO GIVEN. CASE STUDIES FOCUS ON EMERGENCY MEDICAL SERVICES, A CONSOLIDATED LAW ENFORCEMENT SERVICE, SHARED COMPUTER SERVICES, COOPERATIVE SOLID WASTE DISPOSAL, A MULTICITY HEAVY EQUIPMENT SHARING PROGRAM, AND COOPERATIVE TAX ADMINISTRATION. CERTAIN INGREDIENTS OF INTERLOCAL CONTRACTING, ESSENTIAL IN SUCCESSFUL COLLABORATION, ARE A COOPERATIVE SPIRIT, SUSTAINED LEADERSHIP, APPROPRIATE ORGANIZATION, REALISTIC GOALS, AND OPEN COMMUNICATION. FIGURES AND TABULAR DATA ARE PROVIDED.

Sponsoring Agency: TEXAS MUNICIPAL LEAGUE, 1020 SOUTHWEST TOWER, AUSTIN TX 78701.

145. R. ROBINSON and R. H. WARD. PLAINS (GA)—LAW ENFORCEMENT NEEDS ASSESSMENT PHASE 2—POLICE TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE NATIONAL ISSUES CENTER, 1911 JEFFERSON DAVIS HIGHWAY, ARLINGTON VA 22202. 30 p. 1977. NCJ-43415

THIS FOLLOWUP TO AN EARLIER STUDY OF LAW ENFORCEMENT NEEDS IN PLAINS, GA., WAS MADE AT THE REQUEST OF THE MIDDLE FLINT AREA PLANNING AND DEVELOPMENT COMMISSION; IT SPECIFICALLY EXAMINES CONTRACTUAL LAW ENFORCEMENT. PLAINS IS LOCATED IN SUMTER COUNTY, ONE OF EIGHT COUNTIES IN THE MIDDLE FLINT AREA PLANNING AND DEVELOPMENT COMMISSION. IT IS SPARCELY SETTLED WITH 321 PERSONS PER SQUARE MILE, COMPARED TO A DENSITY OF 77.95 PER SQUARE MILE FOR THE STATE OF GEORGIA. ONLY THREE COMMUNITIES IN THE REGION HAVE POPULATIONS OVER 2500. OUTWARD MIGRATION IS A PROBLEM, AS IS THE LARGE NUMBER OF BLACK FAMILIES LIVING BELOW THE POVERTY LINE. THE POPULATION HAS A HIGH PROPORTION OF PERSONS UNDER AGE 20 (42.6 PERCENT) AND OVER AGE 65 (15.1 PERCENT), TOURISM HAS SIGNIFICANTLY INCREASED TRAFFIC IN THE AREA BUT HAS HAD LITTLE IMPACT ON CRIME. BECAUSE THE COST OF LAW ENFORCEMENT IS EXPECTED TO INCREASE, IT IS SUGGESTED THAT SUMTER COUNTY CONSIDER A CONTRACTUAL LAW ENFORCEMENT ARRANGEMENT. SUGGESTIONS FOR SUCH A CONTRACT ARE MADE. AN ALTERNATIVE WOULD BE EMPLOYMENT OF OFF-DUTY OFFICERS FROM NEARBY CITIES ON WEEKENDS AND DURING VACATION PERIODS WHEN TOURISTS COME TO SEE PRESIDENT CARTER'S HOME. DEVELOPMENT OF AN AUXILIARY FORCE USING CITIZEN VOLUNTEERS SHOULD ALSO BE CONSIDERED. MONEY COULD BE SAVED BY NOT PROVIDING 24-HOUR DISPATCHING SERVICE BUT BY INSTALLING A SWITCHING DEVICE TO PROVIDE DISPATCHING FROM THE SHERIFF'S OFFICE DURING EVENING HOURS. RECORDS ON TOURISM AND INCIDENTS SHOULD BE MAINTAINED TO HELP PLAN FUTURE LAW ENFORCEMENT NEEDS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

146. W. A. SINCLAIR. INTERGOVERNMENTAL CONTRACTING FOR POLICE PATROL IN MICHIGAN—AN ECONOMIC ANALYSIS. 312 p. 1975. NCJ-32855

THE FOCUS ON THIS DOCTORAL DISSERTATION IS CONTRACTING FOR PATROL SERVICE BETWEEN OFFICIALS OF LOCAL COMMUNITIES IN RURAL AREAS AND THEIR RESPECTIVE COUNTY SHERIFFS. A STRUCTURE AND CONDUCT/PERFORMANCE MARKETING MODEL IS USED TO ANALYZE THE CONTRACTING OPERATIONS OF ELEVEN MICHIGAN SHERIFFS. THE CRITICAL STRUCTURAL VARIABLE USED WAS THE FUNDING RELATIONSHIP BETWEEN EACH SHERIFF AND HIS COUNTY COMMISSIONERS RELATIVE TO THE SHERIFF'S DESIRE TO EXPAND HIS PATROL DIVISION. THE CONDUCT/PERFORMANCE VARIABLES USED WERE COST PER PATROL HOUR, REPORTING TO LOCAL OFFICIALS, VISIBILITY OF PATROL SERVICE, ACTIVITIES PERFORMED BY CONTRACTED PATROLS, ROTATED VERSUS PERMANENTLY STATIONED DEPUTIES, REVENUE FROM LIQUOR INSPECTION, AMOUNT OF TIME SPENT OUTSIDE CONTRACTING COMMUNITY, AND RESPONSE TIME. STUDY RESULTS INDICATED THAT SHERIFFS WHO WANTED TO EXPAND THEIR PATROL DIVISION AND WHO HAD MET OR ANTICIPATED MEETING DIFFICULTIES IN SELF-FINANCING AGREED TO CONTRACT WITH LOCAL COMMUNITIES AND MEET THE CONDUCT PERFORMANCE OBJECTIVES OF LOCAL OFFICIALS THAN SHERIFFS WHO FELT LITTLE NEED TO EXPLAIN THEIR PATROL DIVISION AND WERE ABLE TO OBTAIN CURRENT AND ANTICIPATED PATROL FUNDING. IT WAS ALSO FOUND THAT NOT ALL SHERIFFS PROVIDED THE SAME SET OF CONDUCT/PERFORMANCE CHARACTERISTICS TO CONTRACTING LOCAL COMMUNITIES; THAT TEN OUT OF THE ELEVEN SHERIFFS PRICED THEIR CONTRACT AT LESS THAN VARIABLE COSTS (THE BALANCE BEING MADE UP BY THE COUNTY GENERAL FUND); AND THAT THE SHERIFF WAS CAPABLE OF INFLUENCING THE LOCAL OFFICIAL'S DECISION TO CONTRACT WITH HIM THROUGH HIS REAL ALLOCATION OF NONQUANTIFIABLE COSTS AND BENEFITS ASSOCIATED WITH EACH FORM OF POLICE SERVICE. IT WAS CONCLUDED THAT DEXTER'S DECISION TO CONTRACT WAS ADVANTAGEOUS IN TERMS OF BOTH COST AND QUALITY OF PERFORMANCE. IMPLICATIONS OF THE FINDINGS FOR POLICE CONTRACTING IN OTHER COMMUNITIES ARE DISCUSSED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.
AND RECOMMENDATIONS ARE OFFERED. SUPPORTING DATA ARE INCLUDED. (AUTHOR ABSTRACT MODIFIED)

Availability: UNIVERSITY OF MICHIGAN INSTITUTE OF PUBLIC POLICY STUDIES, 1516 RACKHAM BUILDING, ANN ARBOR MI 48109; NCJRS MICROFICHE PROGRAM.


EXISTING PRACTICES AND PROCEDURES FOR INTERLOCAL GOVERNMENT CONTRACTING IN TEXAS, RELATED LEGAL AND PROCEDURAL ISSUES, AND EXAMPLES OF AGREEMENTS IN A VARIETY OF LOCAL GOVERNMENT SERVICES ARE DISCUSSED. COOPERATION BETWEEN UNITS OF LOCAL GOVERNMENT THROUGH AGREEMENTS AND SERVICE CONTRACTS IS VIEWED BY CITY AND COUNTY OFFICIALS AS AN IMPORTANT MEANS FOR IMPROVING GOVERNMENT PERFORMANCE. INTERLOCAL COOPERATION IN TEXAS RECEIVED A MAJOR BOOST IN 1971 WHEN THE 62ND TEXAS LEGISLATURE ENACTED A GENERAL ENABLING ACT WHICH PROVIDES BLANKET AUTHORITY FOR THE INITIATION OF AGREEMENTS FOR ACTIVITIES THAT EACH PARTICIPATING GOVERNMENT IS AUTHORIZED TO CONDUCT ALONE. THIS HANDBOOK, DESIGNED TO PROVIDE GENERAL INFORMATION ON INTERLOCAL CONTRACTING AND TO SERVE AS A PRACTICAL GUIDE FOR THE PLANNING, NEGOTIATION, AND EXECUTION OF AGREEMENTS, WAS BASED ON A 60-PERCENT RESPONSE TO A QUESTIONNAIRE SENT TO GOVERNMENTAL UNITS THROUGHOUT TEXAS TO DETERMINE THEIR CURRENT CONTRACTUAL ARRANGEMENTS AND PROBABLE FUTURE NEEDS. ESSENTIAL CONTRACT PROVISIONS INCLUDE THE NATURE OF THE ARRANGEMENT, WORK TO BE PERFORMED, LIMITATIONS, FINANCING, ADMINISTRATION, FISCAL PROCEDURES, PERSONNEL MATTERS, PROPERTY ARRANGEMENTS, DURATION, TERMINATION, AND AMENDMENT. STEPS RECOMMENDED FOR NEGOTIATING AN INTERLOCAL CONTRACT ARE DESCRIBED. EXAMPLES OF INTERLOCAL GOVERNMENT CONTRACTS DEAL WITH THE GENERAL AREAS OF ENVIRONMENTAL QUALITY; PUBLIC SAFETY; HEALTH, HOSPITAL, AND AMBULANCE SERVICES; PARKS AND RECREATION FACILITIES; LIBRARY SERVICES; PUBLIC HOUSING; AND ADMINISTRATIVE AND MANAGEMENT SERVICES. FOOTNOTES AND CHARTS ARE INCLUDED. APPENDIXES CONTAIN A SUMMARY OF STATE LAWS AUTHORIZING INTERLOCAL COOPERATION AND AN ARTICLE FROM THE INTERLOCAL COOPERATION ACT.

Sponsoring Agency: TEXAS COMMUNITY SERVICE AND CONTINUING EDUCATION PROGRAM.

149. UNIVERSITY OF OREGON; LEAGUE OF OREGON CITIES, CONTRACTING FOR POLICE SERVICES IN OREGON—ALTERNATIVE APPROACHES—SURVEY AND CASE STUDIES 1975. 66 p. 1975. NCJ-32535

INFORMATION FOR LOCAL OFFICIALS TO DEVELOP THEIR OWN APPROACHES FOR ENTERING INTO JOINT AND COOPERATIVE ARRANGEMENTS TO ENHANCE EFFICIENCY AND EFFECTIVENESS. DISCUSSED ARE THE SCOPE AND NATURE OF POLICE SERVICES IN SMALL CITIES, LEGAL ASPECTS OF CITY-COUNTY POLICE CONTRACTING, POLICE SERVICE CONTRACTING IN OREGON, AND ALTERNATIVE APPROACHES TO LAW ENFORCEMENT IN SMALL CITIES.

Availability: NCJRS MICROFICHE PROGRAM.

150. L. R. WALTON. HUBBARD AND VIENNA TOWNSHIPS, TRUMBULL COUNTY (OH) POLICE SERVICE ALTERNATIVES ANALYSIS. WESTINGHOUSE JUSTICE INSTITUTE. 1976. NCJ-34647

A REPORT PREPARED FOR HUBBARD TOWNSHIP, WHOSE CONTRACT LAW ENFORCEMENT SERVICES 10,000 PERSONS ON 21 SQUARE MILES, AND FOR VIENNA TOWNSHIP, WHOSE 4,500 PERSONS ON 25 SQUARE MILES ARE SERVED BY THREE PART-TIME CONSTABLES. THE REPORT IS DATED MAY, 1976. VARIOUS ALTERNATIVES FOR THE PROVISION OF POLICE SERVICE ARE DISCUSSED, INCLUDING CONTRACT LAW ENFORCEMENT, CONSOLIDATION, AND THE ESTABLISHMENT OF INDEPENDENT POLICE FORCES. RECOMMENDATIONS ARE MADE FOR INITIATING OR EXPANDING CONTRACT SERVICE AND FOR CONSOLIDATING. THE CHOICE DEPENDS ON THE COMMUNITIES' DESIRES FOR HOME RULE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

151. S. E. WILKES JR and D. W. TEES. PRACTITIONER'S GUIDE TO INTERLOCAL COOPERATION WITH CONTRACT FORMS. UNIVERSITY OF TEXAS AT ARLINGTON RESEARCH AND SERVICE DIVISION INSTITUTE OF URBAN STUDIES, ARLINGTON TX 76019. 90 p. 1975. NCJ-61549

THE EXTENT OF INTERLOCAL GOVERNMENTAL CONTRACTING IN TEXAS, THE AUTHORITY OF SUCH COOPERATION, AND THE BENEFITS TO BE DERIVED FROM IT ARE DISCUSSED. IN OCTOBER 1975 A SECOND SURVEY OF INTERLOCAL CONTRACTING PRACTICES IN TEXAS WAS CONDUCTED (THE FIRST SURVEY WAS CONDUCTED IN 1972, RESULTING IN A 'HANDBOOK FOR INTERLOCAL CONTRACTING IN TEXAS'). QUESTIONNAIRES WERE SENT TO EVERY MUNICIPALITY AND COUNTY IN THE STATE, AS WELL AS TO ALL COUNCILS OF GOVERNMENTS AND CERTAIN SPECIAL DISTRICTS, REQUESTING INFORMATION ON THE TYPES OF SERVICES CONTRACTED, FORM, FREQUENCY OF SERVICE AND DURATION OF AGREEMENT. ALTHOUGH RESULTS SHOW THAT CONTRACTING BY RESPONDING CITIES HAS INCREASED FROM 55 PERCENT IN 1972 TO 70 PERCENT IN 1975, THE INTERLOCAL CONTRACTING DEVICE IS UNDER-USED BY MANY GOVERNMENT SERVICES THAT COULD BENEFIT FROM SUCH CONTRACTING. THE LACK OF PERCEIVED BENEFIT IS A MAJOR OBSTACLE TO MORE EXTENSIVE INTERLOCAL CONTRACTING. THROUGH THE GENERAL AUTHORITY OF THE STATE'S INTERLOCAL COOPERATION ACT AND OTHER ENABLING LAWS, THE OPPORTUNITY EXISTS FOR COUNTY AND LOCAL GOVERNMENTS TO CUT COSTS AND IMPROVE LAWS IN THOSE FUNCTIONS WHICH ARE SUITABLE FOR COOPERATIVE ARRANGEMENTS. MAJOR FUNCTIONAL AREAS OF LOCAL GOVERNMENT WHERE INTERLOCAL CONTRACTING CAN BE EFFECTIVE ARE LAW ENFORCEMENT, FIRE PROTECTION, WATER RESOURCE, SEWAGE TREATMENT AND DISPOSAL, SOLID WASTE, PARKS AND RECREATION, HEALTH AND WELFARE, LIBRARIES, CODE ENFORCEMENT, AND TAX ASSESSMENT AND COLLECTION. TABLES AND FOOTNOTES ARE INCLUDED. THE APPENDIXES CONTAIN TABLES OF SURVEY DATA, A SUMMARY OF TEXAS LAWS, AND SELECTED FORMS THAT CAN BE USED IN INTERLOCAL COOPERATION.

Sponsoring Agency: TEXAS COMMUNITY SERVICE AND CONTINUING EDUCATION PROGRAM.
152. ARTHUR YOUNG AND COMPANY. DEVELOPMENT OF A BERKELEY-ALAMEDA COUNTY DISORDER AND RIOT CONTROL ACTION PLAN, FINAL REPORT. 71 p. 1971. NCJ-07115

PROBLEMS ENCOUNTERED BY POLICE DURING PAST DISORDERS AND PROPOSED SOLUTIONS, EQUIPMENT PURCHASE RECOMMENDATIONS, CIVIL PROSECUTIONS OF RIOTERS, RIOT COMMITTEE FORMATION. IN ADDITION TO THESE PROPOSALS FOR IMMEDIATE ACTION, LONG RANGE PROJECTS ARE OUTLINED FOR FURTHER STUDY. THE DEVELOPMENT OF IMPROVED INTELLIGENCE METHODS, AN ALAMEDA COUNTY MUTUAL ASSISTANCE PLAN, AND UNIFORM REPORTING PROCEDURES RECEIVED THE HIGHEST PRIORITY. THESE PROJECT AREAS WOULD ENHANCE INTER-AGENCY OPERATIONS THROUGH COOPERATIVE PROBLEM RESOLUTION. IN ADDITION, PROJECTS ARE TIMELY, SINCE INTER-AGENCY PROBLEM RESOLUTION CAN BE COORDINATED WITH CURRENT ACTIVITIES TO IMPROVE CALIFORNIA'S LAW ENFORCEMENT MUTUAL AID PLAN. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: BERKELEY POLICE DEPARTMENT, 2171 MCKINLEY AVENUE, BERKELEY CA 94703.


RESULTS OF A NATIONWIDE STUDY OF THE EXCHANGE OF PERSONNEL, SERVICES, AND/OR EQUIPMENT BETWEEN LAW ENFORCEMENT AGENCIES DURING TIMES OF EMERGENCY. THE MANUAL PRESENTS FINDINGS BASED ON STATUTORY RESEARCH, A NATIONAL SURVEY QUESTIONNAIRE, AND INTERVIEWS AND CASE STUDIES OF ACTUAL MUTUAL AID OPERATIONS. THE STUDY FOCUSES ON FOUR STATES—CALIFORNIA, IOWA, MICHIGAN, AND LOUISIANA. AN ANALYSIS IS MADE OF EXISTING MUTUAL AID COMPACTS, AGREEMENTS, AND RESOLUTIONS, ALONG WITH AN ASSESSMENT OF HOW THESE COMPACTS HAVE OPERATED DURING EMERGENCY SITUATIONS. RECOMMENDATIONS ARE PRESENTED FOR THE IMPROVEMENT OF EXISTING MUTUAL AID SYSTEMS AND FOR THE ESTABLISHMENT OF SUCH SYSTEMS (BOTH STATE AND INTERLOCAL) WHERE NONE PRESENTLY EXIST. MODEL INTERLOCAL AND STATE-WIDE MUTUAL AID PLANS ARE DESCRIBED ALONG WITH THE NECESSARY LEGISLATIVE AND OPERATIONAL GUIDELINES. THE RESEARCH INDICATES THAT THERE ARE SEVERAL MAJOR PROBLEM AREAS. SINCE MOST MUTUAL AID OPERATIONS ARE NOT SUPPORTED BY FORMAL WRITTEN AGREEMENTS OR COMPACTS, QUESTIONS OF COMMAND CONTROL, LIABILITY, AND EXTRAORDINARY COSTS ARE USUALLY UNRESOLVED. THE STUDY ALSO SHOWS THAT WHILE ADVANCE OPERATIONAL PLANNING OFTEN EXISTS TO DEAL WITH RIOTS AND CIVIL DISORDERS, THERE IS MUCH LESS CONTINGENCY PLANNING FOR OTHER EVENTS INVOLVING LARGE CROWDS. SPECIFIC RECOMMENDATIONS ARE ADVANCED TO COPE WITH THESE PROBLEM AREAS. THE CONCLUDING CHAPTER, APPENDICES, AND BIBLIOGRAPHY CONTAIN THE CORE OF THE RECOMMENDATIONS AND REFERENCES. THIS MANUAL SHOULD BE OF SPECIAL INTEREST TO THOSE INVOLVED IN LAW ENFORCEMENT PLANNING. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.
156. W. KRANIG and K. L. YUDOWITCH. MUTUAL AID IN LAW ENFORCEMENT. INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. POLICE CHIEF, V 37, N 6 (JUNE 1970), P 64-68. NCJ-02941
GUIDELINES ARE PRESENTED FOR A WORKABLE PLAN FOR LARGE-SCALE POLICE ACTION AS RIOTS OR DISASTERS IN WHICH INTERAGENCY PLANNED MUTUAL AID IS A NECESSITY. THE CALIFORNIA LAW ENFORCEMENT MUTUAL AID PLAN IS CITED AS A MODEL FOR RAPID AND COORDINATED POLICE MOBILIZATION DURING TIMES OF EMERGENCY.

DESCRIPTION OF THE COOPERATIVE OPERATIONS PLAN INCLUDES THE FUNCTIONS OF THE LAW ENFORCEMENT DIVISION AND THE CHANNEL OF AUTHORITY. CALIFORNIA IS DIVIDED INTO SIX MUTUAL AID REGIONS. THE REGIONAL LAW ENFORCEMENT COORDINATOR IS ELECTED FROM DEPARTMENTS OR AGENCIES OF LAW ENFORCEMENT IN THE REGION. WHEN EMERGENCIES ARISE, HE CAN DRAW UPON THE RESOURCES FROM ALL COUNTIES OF HIS REGION. IF THIS SUPPORT IS NOT SUFFICIENT, HE CAN TURN TO THE STATE LAW ENFORCEMENT COORDINATOR.

158. J. P. MCIVER. EFFECT OF STATE LAWS ON MUNICIPAL POLICE DEPARTMENTS MUTUAL AID IN METROPOLITAN AREAS—POLICE SERVICES STUDY—TECHNICAL REPORT—DRAFT. INDIANA UNIVERSITY WORKSHOP IN POLITICAL THEORY AND POLICY ANALYSIS, MORGAN HALL 121, BLOOMINGTON IN 47401. 51 p. 1977. NCJ-45671
DATA FROM A SURVEY OF POLICE AGENCIES IN 80 STANDARD METROPOLITAN STATISTICAL AREAS ARE EXAMINED IN A STUDY OF THE EFFECT OF STATE LAWS ON INTERJURISDICTIONAL COOPERATION. TWO COMPETING SCHOOLS OF THOUGHT ON THE EFFECTS THAT STATE LAWS MAY HAVE ON COOPERATION AMONG POLICE AGENCIES ARE OUTLINED. THE STATUS OF STATE LEGISLATION REGARDING POLICE EMERGENCY ASSISTANCE IS EXAMINED. SURVEY DATA ARE USED TO EVALUATE THE COMPETING HYPOTHESES ON THE EFFECTS OF STATE LAWS, AND IMPLICATIONS OF THE FINDINGS FOR IMPROVING COOPERATION AMONG POLICE AGENCIES ARE CONSIDERED. THE DATA SUGGEST THAT STATE AUTHORIZATION IS NOT A NECESSARY CONDITION FOR INTERGOVERNMENTAL ACTIVITIES. LOCAL COOPERATIVE ORGANIZATIONS, RATHER THAN STATE LAWS, APPEAR TO PLAY THE PREDOMINANT ROLE IN MUTUAL AID ACTIVITIES. STATE LAWS DO AFFECT LOCAL COOPERATION AND, THEREFORE, HAVE AN INDIRECT EFFECT ON INTERJURISDICTIONAL ASSISTANCE BY POLICE AGENCIES. RELATIONSHIPS AMONG THE THREE MAJOR VARIABLES—STATE LAW, LOCAL ORGANIZATION, AND MUTUAL AID—are MODIFIED BY FACTORS IN THE ENVIRONMENT, I.E., BY THE STRUCTURE OF THE METROPOLITAN POLICE INDUSTRY AND BY THE SERVICE CONDITIONS THAT EACH AGENCY FACES. SUPPORTING DATA AND A BIBLIOGRAPHY ARE INCLUDED. (AUTHOR ABSTRACT MODIFIED)
Availability: NCJRS MICROFICHE PROGRAM.

BASIC CHANGES IN THE ORGANIZATIONAL STRUCTURE OF POLICE DEPARTMENTS WHICH OCCUR DURING CIVIL DISTURBANCES AND PROBLEMS AND CONFLICTS PRODUCED BY THESE ALTERATIONS. THE NORMAL OPERATIONS OF THE TYPICAL POLICE DEPARTMENT ARE DESCRIBED AS INVOLVING THREE CRUCIAL ELEMENTS: AUTONOMOUS INDEPENDENT ACTION BY OPERATIONS PERSONNEL, THE EXPECTATION THAT MINIMUM FORCE WILL BE UTILIZED IN ARREST SITUATIONS, AND TRAINING AND EXPERIENCE IN INDIVIDUAL AND SMALL GROUP CONFRONTATIONS. CIVIL DISTURBANCES REQUIRE POLICE DEPARTMENTS TO ADOPT A MILITARY MODEL, CREATING STRESSES WITHIN THE ORGANIZATION AND IN RELATION WITH OTHER AGENCIES. FOR EXAMPLE, THE INDIVIDUAL OFFICER IS FACED WITH CONFLICT BETWEEN HIS NORMAL AUTONOMOUS ROLE AND THE REQUIREMENT TO STRICTLY FOLLOW UNIT DIRECTIVES DURING RIOTS. CONFLICTS OVER AUTHORITY ARISE WITH FIRE DEPARTMENTS AND NATIONAL GUARD UNITS. CHANGES IN THE SOCIAL CONTROL ACTIVITIES OF THE POLICE DEPARTMENT ARE PRODUCED BY ADHERENCE TO THE MILITARY MODEL. MANY OF THE PROBLEMS EXPERIENCED BY POLICE DURING DISTURBANCES STEM FROM ORGANIZATIONAL ALTERATIONS.
Other Approaches

The purpose of this report is to present an assessment of Nebraska's statewide interagency exchange of police services (exchange) through the opinions of the member agencies' chiefs and sheriffs and the exchange officers. This was done rather than an evaluation of case dispositions because not enough information is available about the final disposition of cases to make that type of analysis possible. The major data sources used in this evaluation were: 1) information from the case files of the exchange; 2) questionnaires mailed to the chiefs and sheriffs of member agencies; 3) questionnaires distributed to exchange officers; and 4) interviews with the exchange's director and the members of the board of directors. The remainder of this report provides a program description, a description of cases, analysis of the attitudes of member agency and exchange officers, and conclusions and recommendations for the program. (Author abstract modified)

This book is a case study of the research efforts, findings, evaluations and recommendations of a study of Snohomish County, Washington, law enforcement agencies. In 1970, Snohomish County, Washington, secured funds for a comprehensive study of its law enforcement agencies and analysis of the need for certain coordination and consolidation of those agencies' services. At that time, Snohomish County included some 2050 square miles, a population of more than 250,000 persons, and 19 individual jurisdictions (18 municipalities and the county itself) with similar or common crime problems recognized as not susceptible to solution without a joining of resources. This book provides guides to coordination and to cooperative effort of local law enforcement services, short of merger, using a task force conference mechanism (which took into consideration community, political, social, and technical concerns) the following areas were analyzed: the services provided by county sheriff's office; the police services in the field; personnel management; records and communications; revenues and expenditures; and other concerns such as citizen reaction to police services. It is recommended that a center be created to provide superior staff and auxiliary services, of kinds appropriate to local needs, to all police agencies in the county. This center for police staff and auxiliary services would be established under provisions of the state of Washington Index-Local Cooperation Act (ICA), which permits two or more public agencies to formally enter into agreements with one another to jointly provide services and facilities in such a way as to be mutually advantageous. The organization and management of this center are then defined with the functional responsibilities and staff suggestions set out. Staff and auxiliary services, especially training and communications, are discussed separately. Featured is the concept of a personnel pool to cover temporary manpower shortages caused by training requirements, illness, and annual leave. A step-by-step implementation plan is also detailed. In addition, specific ancillary proposals regarding financial matters and funding proposals of a widely varying nature are examined. Although a police services center is recommended for the immediate future, for the long view it is proposed that three new elements of county government be established which, in combination, would assume all functions of the sheriff's office as well as those of the center. The three agencies proposed are a county office of court services, a county department of corrections, and a county police department. The last chapter presents a summary of action taken by county and local officials on these and other recommendations in the five years following the study.

Availability: D C HEATH AND COMPANY, 125 SPRING STREET, LEXINGTON MA 02173.

The background, development, and functions of an organization designed to provide centralized support services for local police agencies in Erie County, N.Y., are described. The law creating the Erie County Department of Central Police Services was signed into effect in August 1972. The agency, which provides support in the areas of law enforcement information and records, communications, training, and laboratory functions, receives financial support both from the county's tax base and from available federal grant programs. Overviews of the history of centralized police support services in general and of the environment in which the Erie County agency evolved and functions are presented. The planning and implementation of the agency are documented, and the history and functions of each division—information, communications, training, forensic laboratory, and administration—are described and assessed. Details of the agency's operations include its radio network, training curriculum, and forensic laboratory system. Plans for additional support services are noted. An organizational chart and a bibliography are provided.

Availability: NCJRS MICROFICHE PROGRAM.

163. H. V. HUTCHENS. TECHNICAL SUPPORT UNITS. GREAT BRITAIN POLICE RESEARCH SERVICES BRANCH, HORSEFERRY HOUSE, DEAN RYLE STREET, LONDON, ENGLAND. POLICE RESEARCH BULLETIN, N 27 (SUMMER 1976), P 19-20. NCJ-35397

This article discusses a six-month English police experiment which set up a unit staffed by scientists and police officers to provide technical advice and equipment to 13 area police forces and 3 regional crime squads. The equipment held by the unit included metal and explosives detectors; still, movie and television cameras; various types of alarm equipment; specially equipped vehicles, and various devices to enable the naked eye and cameras to be used effectively at night. The experiment showed that it was feasible for forces to combine together to share the cost of certain types of equipment and of the staff required to run the unit.


A review of the state statutory law of all 50 states affecting interagency cooperation in the police service industry. In order to examine and compare the extent of legislation in this area, interagency cooperation is broken down into three mutually exclusive categories of enabling legislation in the report: mutual aid, contracting, and cooperation. In addition to these, statutory authorization of state commissions on interstate cooperation is considered. (Author Abstract)

Availability: NCJRS MICROFICHE PROGRAM.

165. S. LAUDENSLAGER. PROVIDING LEGAL ASSISTANCE TO SMALL AND RURAL LAW ENFORCEMENT AGENCIES. PART 1—THE REGIONAL LEGAL ADVISOR OPERATIONS. INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. POLICE CHIEF, V 41, N 8 (AUGUST 1974), P 53-58. NCJ-16738

Review of the responsibilities and experiences of attorneys employed by regional organizations to provide legal advice to the area police departments. A region may consist of several counties, an area within a county, or a county which has a number of police agencies. Despite differences in locale, regional legal advisor operations are similar. There is a common emphasis on the educative role of the legal advisor, transmitting legal knowledge to officers via training lectures, informal cruiser-time, rap sessions, and regular newsletters. Thus far, only two regional legal advisor grants have completed the full term, but experiences there indicate that as officers put such training into practice, the legal advisor's role changes from primarily training to case follow-up and system liaison, with training becoming supplemental. (Author Abstract)

166. J. C. MCDAVID. EFFECTS OF INTERAGENCY COOPERATION ON POLICE PERFORMANCE IN THE ST. LOUIS METROPOLITAN AREA. CENTER FOR THE STUDY OF FEDERALISM TEMPLE UNIVERSITY. PHILADELPHIA PA 19122. PUBULRIS., V 7, N 2 (SPRING 1977), P 5-30. NCJ-47249

Four hypotheses are tested in an effort to measure the effects of interjurisdictional cooperation on police performance in a Missouri county. This study focuses on the relationships between levels of performance and levels of cooperation. Four hypotheses that exist in the literature pertaining to the reform of urban police service delivery systems are examined. They are: (1) formal cooperation improves the performance of police departments in multiple-jurisdictional settings; (2) informal cooperation does not improve the performance of police departments in multiple-jurisdictional settings; (3) informal mutual aid agreements do not improve the performance of police departments in multiple-jurisdictional settings; and (4) informal information exchange agreements do not improve the performance of police departments in multiple-jurisdictional settings. Each hypothesis is tested against data collected in interviews with over 50 officers including chiefs using a structured questionnaire (not included) and by telephone or by mail. The research was conducted over a 2-year period from March 1972 to May 1974. A case study of the development and operations of the major case squad, a voluntary cooperative organization of the police departments in the metropolitan area, is also presented. The squad has focused its operations on the investigation of serious crimes committed in the area which require levels of effort for their solution that are beyond the capabilities of individual police jurisdictions. A statistical examination of relationships between levels of interjurisdictional cooperation and levels of police performance has yielded a lack of corroboration for the four hypotheses. Formal agreements do not appear to be positively associated with higher levels of police performance.
168. M. G. Shanahan. Criminal Justice Venture—The University of Washington Police Department. International Association of Chiefs of Police, 11 Firstfield Road, Gaithersburg, MD 20760, Police Chief, V 41, N 7 (July 1974), P 72-75. NCJ-14451

Interagency cooperation and modern equipment resulted in a dramatic reduction in the crime rate on a large western university campus. Revamping the campus police along traditional lines earned community respect and cooperation when police methods were shown to be effective. The help from municipal and state police departments and the FBI in organizing a comprehensive training program was largely responsible for the success.


The purpose of this report is to present model legislation that will require inter-community mass transit systems to be responsible for the safety of their passengers while using transit facilities. An effort is made to show why this legislation is necessary and how it is a solution to the present problem of high crime and low passenger safety on mass transit systems. With Metropolitan Chicago, Illinois as the selected example, a recent history is given (1967-1972) of the rise in transit crime and the inadequate police response. Some explanation for the present inadequate situation in Chicago is provided through a consideration of the conflicting perspectives and pressures upon the parties involved: the passenger, the suburban police department, the Chicago Police Department, the Chicago Transit Authority, then, the effects of the present multi-community policing are stated and explained. Before giving the proposed legislation (with a commentary), the authors take a brief look at the policing of three other inter-community mass transit systems: Boston, Cleveland and Toronto. Some brief concluding remarks are appended. (Author Abstract)

Sponsoring Agency: US Department of Transportation Urban Mass Transportation Administration, 400 Seventh Street, SW, Washington DC 20590.
Availability: NCJRS Microfiche Program.
APPENDIX--TECHNICAL ASSISTANCE REPORTS ON FEASIBILITY

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

172. J. E. ANGELL. ABERDEEN, HOQUIAM, AND COSMOPOLIS (WA)--CONSOLIDATION FEASIBILITY STUDY--ADMINISTRATIVE ORGANIZATION AND MANPOWER ALLOCATION ELEMENTS--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 56 p. 1975. NCJ-30614
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

173. S. G. CHAPMAN. BAKER CITY AND BAKER COUNTY (OR)--CITY-COUNTY POLICE CONSOLIDATION STUDY--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 35 p. 1977. NCJ-42433
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

Availability: NCJRS MICROFICHE PROGRAM.

175. R. A. DORAN. FEASIBILITY STUDY OF REGIONALIZED POLICE SERVICES FOR THE BARRINGTON (IL) AREA. ILLINOIS LAW ENFORCEMENT COMMISSION, 120 SOUTH RIVER-SIDE PLAZA, 10TH FLOOR, CHICAGO IL 60606. 75 p. 1974. NCJ-16054

176. R. A. DORAN. GORDON (NE) AND SHERIDAN COUNTY (NE)--POLICE TECHNICAL ASSISTANCE REPORT--CITY-COUNTY POLICE CONSOLIDATION. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 36 p. 1978. NCJ-50848
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

177. L. J. DUNBAR and D. L. NORRGARD. JACKSON/TETON COUNTY (WY)--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 20 p. 1972. NCJ-32322
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

178. G. D. EASTMAN. ARCHULETA COUNTY AND PAGOSA SPRINGS (CO)--CONSOLIDATION OF SERVICES, MONTEZUMA AND DOLORES COUNTIES (CO) CENTRALIZATION OF PUBLIC SAFETY FACILITIES--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 27 p. 1972. NCJ-34152
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Availability: NCJRS MICROFICHE PROGRAM.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

180. EASTMAN MIDDLETON ASSOCIATES, 1748 ELM DRIVE, KENT OH 44240. CONSOLIDATION OF POLICE SERVICES--THE SNOHOMISH COUNTY EXPERIENCE--A STATUS REPORT AND KEY RECOMMENDATIONS. 70 p. 1971. NCJ-10813
Supplemental Notes: ORIGINAL REPORT ISSUED UNDER TITLE OF 'POLICE SERVICES IN SNOHOMISH COUNTY...'.
Sponsoring Agency: WASHINGTON LAW AND JUSTICE PLANNING OFFICE, INSURANCE BUILDING, ROOM 107, OLYMPIA WA 98504.
Availability: NTIS. Accession No. PB 224 301/AS.
APPENDIX--TECHNICAL ASSISTANCE REPORTS ON FEASIBILITY

181. EASTMAN MIDDLETON ASSOCIATES, 1748 ELM DRIVE, KENT OH 44240. CONSOLIDATION OF POLICE SERVICES--THE SNOMOHOMISH COUNTY EXPERIENCE--PLANS FOR IMPROVEMENT. 265 p. 1971. NCJ-10812

Supplemental Notes: ORIGINAL REPORT ISSUED AS POLICE SERVICES IN SNOMOHOMISH COUNTY--PLANS FOR IMPROVEMENT:

Sponsoring Agency: WASHINGTON LAW AND JUSTICE PLANNING OFFICE, INSURANCE BUILDING, ROOM 107, OLYMPIA WA 98504.

Availability: NTIS. Accession No. PB 224 302/AS.

182. G. FELKENES. JOHNSON COUNTY (IA)--CONSOLIDATION OF LAW ENFORCEMENT AGENCIES--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 29 p. 1973. NCJ-38042

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

183. G. FELKENES. YORK COUNTY (SC)--STUDY OF IMPACT OF AREA GROWTH ON LAW ENFORCEMENT--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 31 p. 1973. NCJ-38517

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

185. J. F. FRANCINI. MCCORMICK COUNTY (SC)--POLICE CONSOLIDATION STUDY POLICE TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE JUSTICE INSTITUTE. 10 p. 1972. NCJ-34237

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

186. N. W. FREEMAN. OKLAHOMA CRIME COMMISSION--SHAWNEE PLANNING DISTRICT FEASIBILITY STUDY TO ESTABLISH AND OPERATE A RURAL LAW ENFORCEMENT PROGRAM--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 20 p. 1976. NCJ-32199

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

187. C. M. GIRARD. ASSESSMENT OF THE POTENTIAL FOR LAW ENFORCEMENT CONSOLIDATION--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 31 p. 1977. NCJ-34316

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

188. C. M. GIRARD, T. W. KOEPESELL, and J. C. NELSON. NEW JERSEY--CONSOLIDATION AND REGIONALIZATION OF POLICE RESOURCES--POLICE TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE JUSTICE INSTITUTE. 77 p. 1976. NCJ-35880

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

189. F. HAGEDORN. PORTLAND/MULTNOMAH COUNTY (OR)--POLICE CONSOLIDATION PROJECT--CONCEPT PAPERS. PORTLAND/MULTNOMAH COUNTY POLICE CONSOLIDATION PROJECT. 96 p. 1975. NCJ-31643

Sponsoring Agencies: OREGON LAW ENFORCEMENT COUNCIL, 2001 FRONT STREET, NE, SALEM OR 97303; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

190. T. W. KOEPESELL. CONVERSE COUNTY (WY)--CONSOLIDATION FEASIBILITY STUDY--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 23 p. 1977. NCJ-44041

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

191. G. S. LLOYD. ALPENA COUNTY (MI)--FEASIBILITY OF CONSOLIDATING POLICE SERVICES COUNTYWIDE--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 600020 p. 1973. NCJ-37469

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

192. G. S. LLOYD. MARTIN COUNTY (TX)--SHERIFF'S DEPARTMENT AND STANTON (TX)--POLICE DEPARTMENT--MANAGEMENT AND CONSOLIDATION STUDY--POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 12 p. 1973. NCJ-38529

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

194. MARYLAND STATE POLICE, PIKESVILLE MD 21208. MARYLAND--STATE POLICE--PROPOSED CONSOLIDATION--ANNE ARUNDEL, BALTIMORE, PRINCE GEORGE'S COUNTIES. 100 p. 1975. NCJ-28224

Availability: NCJRS MICROFICHE PROGRAM.


Availability: NCJRS MICROFICHE PROGRAM.

196. J. P. MORGAN JR. DELAWARE--INTERGOVERNMENTAL JURISDICTIONAL ANALYSIS POLICE TECHNICAL ASSISTANCE REPORT. WESTINGHOUSE JUSTICE INSTITUTE. 10 p. 1975. NCJ-30185

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216. WESTINGHOUSE JUSTICE INSTITUTE. NARRAGANSETT AND SOUTH KINGSTON (RI)—FEASIBILITY STUDY ON CONSOLIDATION OF POLICE SERVICES—POLICE TECHNICAL ASSISTANCE REPORT. 19 p. 1973. NCJ-39096
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

217. P. M. WHISENAND. UTAH COUNTY (UT)—POLICE CONSOLIDATION STUDY—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1313 EAST 60TH STREET, CHICAGO IL 60637. 24 p. 1973. NCJ-38522
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

218. R. F. WIBORG. OCONOMOWOC (WI)—POLICE DEPARTMENT—ORGANIZATION AND MANAGEMENT STUDY—POLICE TECHNICAL ASSISTANCE REPORT. PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 29 p. 1977. NCJ-40410
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: NCJRS MICROFICHE PROGRAM.

219. WYOMING GOVERNOR'S PLANNING COMMITTEE ON CRIMINAL ADMINISTRATION, STATE OFFICE BUILDING, EAST, 4TH FLOOR, CHEYENNE, WY 82002. CONSOLIDATED LAW ENFORCEMENT—A FEASIBILITY STUDY FOR THE CITY AND COUNTY OF SHERIDAN (WY). 88 p. 1975. NCJ-25882
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