

CONSOLIDATION OF LAW ENFORCEMENT SERVICES

FOR

OKALOOSA COUNTY, FLORIDA

PREFACE

The following study has been in response to the growing interest within Okaloosa County, Florida in consolidation of law enforcement services. Specifically, the study has been designed to allow community leaders to properly analyze the feasibility of consolidation.

Key aspects of the study describe issues in studying the feasibility of consolidation; the demographic profile; profile of criminal activity; organization and operation of existing law enforcement agencies; law enforcement manpower; management and administration; equipment and facilities; the cost of law enforcement operations; public opinion inventory (to be developed); and, an assessment of the current law enforcement system.

Law enforcement consolidation feasibility studies continue to increase throughout the United States as inflation and limited financial resources burden public service agencies for increased services with fewer and fewer tax dollars. Financial cutback management has become a way of life for public service agencies. This situation is expected to continue throughout the coming years with less tax dollars available for services and the call for services increases.

Law enforcement consolidation has never been described as a cure-all for the community that is plagued with the continued increase in social issues; crime and the intervention of law enforcement activities within the community. However, consolidation provides an option which warrants consideration by community members and leaders seeking alternative methods of law enforcement delivery services at the most cost effective methods.

The consolidation of law enforcement services study followed the Model Feasibility Study Outline for the Reorganization of Existing Law Enforcement Agencies, developed by the Office of Development, Testing and Dissemination of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice.

ACKNOWLEDGEMENTS

I would like to take this opportunity to express an appreciation to the Consolidation Committee and others who have assisted me in this endeavor.

I would also like to express my gratitude to the Jacksonville, Florida Study for Consolidation for providing guidance and direction for this, the first draft, document.

CHAPTER I - INTRODUCTION

The increased cost of law enforcement services and the call for more and efficient services coupled with inflation and the cut-back of available funds has led us to look for ways to provide these services with one central focus, and that is to serve the public in a responsible manner which is both effective and cost saving.

Incorporated into this introduction by reference is the Small Police Agency Consolidation: Suggested Approaches, published by the Office of Development, Testing and Dissemination, National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice, authored by Terry W. Koepsell and Charles M. Girard (1979):

"...the subject of consolidation is examined in terms of:

- o The positive and negative aspects of consolidation.

WHY CONSOLIDATE: ARGUMENTS IN SUPPORT OF SMALL AGENCY CONSOLIDATION(Bold and capitalization applied by this author)

1. The perceived benefits of small agency consolidation. Drawing from telephone and field interviews as well as the literature search, a variety of purported and perceived benefits of small agency consolidation were identified. In summary, supporters of consolidation tend to make the following arguments:
 - a. Consolidation mitigates several conditions which limit or reduce the effectiveness of law enforcement service. Supporters claim that small agency mergers reduce interjurisdictional overlapping, disputes, jealousies and competition; eliminate questions of interjurisdictional enforcement authority; and, provide consistent area wide practices and procedures.

- b. Consolidation results in an improved level and quality of service. It is argued that mergers result in a broader range and level of service than is financially possible through small independent agencies. These improvements are said to be embodied in full-time, specialized, law enforcement and emergency back-up capabilities; improved communications capabilities; and, more intensive patrol coverage in both urban and rural areas, coupled with reduced response time to emergency calls for assistance.
- c. Consolidation results in higher quality personnel complements. This claim is said to result from the better training, supervision, organization and working conditions offered by merged agencies, as well as the higher salaries, benefits and advancement opportunities which tend to attract better qualified individuals.
- d. Consolidation produces improved efficiencies and economies of scale. Proponents argue that per unit costs for police services are reduced through small agency mergers, or that more service can be provided for the same law enforcement dollar invested. Other claims along this same general vein include the following: specialized services can be provided because of economies realized through the general utilization of expensive equipment and/or personnel; increased coverage can be provided without appreciably increasing costs; and, more efficient and productive use can be made of auxiliary personnel engaged in such activities as communications, records, etc.

ARGUMENTS IN OPPOSITION TO SMALL AGENCY CONSOLIDATION
(Bold and Capitalization applied by this author)

- 1. The perceived costs of consolidation. Based on the literature and field research, it was found that the arguments against consolidation, or its "costs", fall into four categories, as follows:

- a. Loss of local law enforcement service. In addition to the psychological loss of identity among recipient communities, which is claimed to accompany consolidation, opponents purport that local officers know a community and its problems better than those of a consolidated agency; mergers dilute the relationship between local citizens and members of the law enforcement agency that serves them; and, the enforcement of local codes and ordinances suffer as a result of consolidation.
- b. Loss of control over the level and quality of law enforcement service. Essentially, this argument reflects the concern that consolidation removes police administration too far from the residents of a community. That is, it is claimed that a community will have little or no effect on improving services if they become unsatisfactory.
- c. Consolidation has proven no more effective than current delivery systems. Although proponents claim the many benefits of consolidation, opponents argue that the benefits have not been documented.
- d. Consolidation may cost as much or more than the current delivery system.

It must be recognized that the foregoing was not intended to present an exhaustive study of the pros and cons of small law enforcement agency consolidation, nor was it intended to support or negate the use of consolidation as a method of police services delivery. Rather, it was designed only as a backdrop..."

"Alternative Structures Among Merged Law Enforcement Agencies

...this report deals exclusively with merged or consolidated law enforcement agencies and special police districts. Even within these limited organization types, a number of alternative structures exist. The most common involve a county sheriff providing service to communities that no longer find it desirable to maintain their own police departments. Several other approaches are also used. These alternatives are described below, with examples, so that those considering consolidation can explore all possible options.

1. **The county sheriff as the administrator of a merged law enforcement agency.**

- a. Standard county mergers. Sheriffs in many parts of the country administer consolidated law enforcement systems. The most common approach involves the sheriff providing expanded service for some or all of the communities in a county. In sparsely populated rural areas, consolidation frequently results in the sheriff becoming the only law enforcement agency in the county. In more heavily populated rural and urban counties, some communities prefer to maintain their own police departments. Consequently, the sheriff assumes the policing responsibility for only some communities.

With regard to these approaches, however, the current study uncovered no significant differences between systems which are countywide in nature and those which serve only some incorporated areas in a county.

- b. A specialized case: The Riley County Police Department. In a number of counties, law enforcement services are provided by a county police department headed by a chief of police. In most cases, such agencies are in highly urbanized counties which have enacted "home rule" charters (which authorize essentially the same powers as a first-class city). Because the position of sheriff is called for in state constitutions, a separate elected sheriff is generally retained to operate a detention facility and to process warrants and other legal papers.

In Riley County, Kansas, a significantly different approach to the provision of police services is employed. Through a combination of constitutional changes, special state enabling legislation, and a local referendum, the Riley County Police Department was established. The unique feature of this arrangement is that the position of sheriff was abolished in Riley County, with the duties transferred to the appointed Director of the Department.

Another unusual feature is that the department technically qualifies as a "special police district" because it has no legal or legislative ties with the City of Manhattan (the largest city in the county and the county seat) or the Riley County government.

The department is administered by a five-member "Law Enforcement Agency Board" the membership of which represents the three participating governments, in addition to an at-large member and the Riley County Attorney. The board is responsible for appointing the Director of the department, approving the department's budget, and acting on policy and other matters brought before it by the Director.

2. **Mergers among local governments.** Mergers limited to local governments take one or two forms: one jurisdiction assumes sole responsibility as the provider agency; or, the participating communities jointly provide police services.
 - a. Brea-Yorba Linda, California. The arrangement between Brea and Yorba Linda, California is an example of the first form.
 - b. Yamhill-Carlton, Oregon. The cities of Yamhill and Carlton, near Portland, Oregon, entered into a mutual agreement for the operation of a joint police department. The two communities are separated by a five mile span of county highway.
3. **Special police districts.** Two agencies were studied that may be classified as special police districts (i.e. single purpose units of local government designed specifically to provide police services to two or more municipalities). One of the agencies is a regional police department, while the other is an interlocal public safety department.
 - a. The Northern York County (Pennsylvania) Regional Police Department. The Northern York County Regional Police Department was formally established in 1972 to achieve the following objectives.

- o Change the attitude of local citizens from one of not feeling protected to that of feeling protected by an efficient, professional police force.
- o Increase traffic patrol and enforcement to slow the increase in traffic accidents.
- o Provide all participating jurisdiction with 24-hour complaint coverage for local ordinances and crimes.
- o Provide a faster response rate to increase the percentage of offenders apprehended at the scene.

The department receives its direction from the Northern York County Regional Police Commission, a body consisting of the Mayor of each borough or a member of the borough council and one township supervisor from each township. The principle responsibility of the six member commission is to insure accountability and performance of the regional agency.

It exercises this responsibility through monthly meetings, adoption of annual budget, establishing service levels, and several other activities designed to make the department a viable agency.

The Chief of the Department is responsible for the management and operations of the department, and for maintaining open communications with each participating town and borough.

- b. The South Lake Minnetonka (Minnesota) Public Safety Department. The South Lake Minnetonka Public Safety Department was established in January 1, 1973. It provides law enforcement services to the contiguous villages of Shorewood, Greenwood, Tonka Bay and Excelsior, Minnesota. Overseeing the agency is a joint law enforcement board comprised of the mayors of the four villages.

Assessing the feasibility of merged law enforcement service.

Informal Assessments

- a. Discussions among local political leaders.
- b. Determined by local official.

Formal Feasibility Studies

- a. Local study group.
- b. Criminal Justice staff of state or regional planning agencies.
- c. Private Consultant.
- d. Research organizations.

Meeting the legal requirements of consolidation.

- a. Constitutional and Statutory Requirements.
- b. Ordinances and resolutions.
- c. Local referenda.

Financing the planning and implementation of a merged system.

Financing is a key factor in the successful planning and implementation of all consolidated law enforcement agencies. Financial considerations are also significant when it comes to public acceptability and/or decisions to continue merged agencies. The specific areas of financing over which the most significant difficulties arise concern:

The availability of revenues sufficient to sustain the level of service desired by participating jurisdictions, and, the acceptability of cost sharing formulae and associated procedures.

Common proportionate share criteria.

- o The most commonly used criteria for the proportionate distribution of merged law enforcement costs are:

Population

Total area (square miles)

Miles of roads

Crime rate

Calls for service

Assessed valuation

These criteria can be used separately or in combination to determine the percentage of a merged agency's budget that is to be paid by each participating jurisdiction.

- o The county wide approach.

The use of a direct cost formula at the county level requires that a specified number of officers will be regularly assigned to recipient jurisdictions, or that such jurisdictions will receive a minimum number of patrol hours each day or week. The provider agency determines the direct costs associated with the provisions of these officers or the patrol coverage (i.e. salaries and benefits of patrol officers and vehicular costs) and bills the respective communities accordingly.

- o The unit cost approach.

The unit cost approach contains many similarities to the direct cost approach. Specifically, unit cost uses "protection units" as a measure of service. One protection unit consists of ten hours of police service per week. The police services provided as part of a protection unit include preventive patrol, responding to calls for services, criminal investigation, and related police time used serving participating jurisdiction.

The transition from the old system to the new.

Facilities and equipment.

Personnel and labor relations.

Administrative and legal considerations.

Operational considerations.

The use and nature of formal contracts between provider and receiver agencies.

Formal Contracts.

Agreements.

Assessing the progress of a consolidated system.

An agency's effect on crime-related activity, or its "impact".

An agency's service capability and operations, or its "efficiency".

An agency's reception within the area it services, or its "acceptance".

CHAPTER II - RECOMMENDATIONS

The original intention of the consolidation study was to centralize all law enforcement agencies in one department. Focusing on this issue a prime consideration was the economic and tax benefits which were believed to be forthcoming. As in past studies of consolidation it is cautioned that this course may not result in a cutback in overall cost, however, under a centralized police service department, the taxpayer would recognize more services for their tax dollar. Consolidation would save a substantial amount in expenditures necessary in the future.

In summary, a consolidated law enforcement department would realize:

1. Standard law enforcement policies and procedures;
2. an increase in crime prevention capabilities;
3. an increase in traffic control;
4. an adequate financial support base with inequities eliminated;
5. effective utilization of personnel and facilities;
6. the elimination of professional jealousies between agencies which cause morale problems;
7. detailed planning to target specific law enforcement problems and needs; and
8. opportunities for professional and career advancement.

This list is by no means an exhausted list. I have attempted to emphasize those issues which have been identified in previous studies of this nature.

While there is potential for increasing law enforcement efficiency by reducing duplication of effort, consolidation does not always result in an immediate economic realization. From the outset, it can be expensive.

Indicated below are specific areas which focus on problem areas identified in Okaloosa County, Florida:

Department Facilities

Throughout Okaloosa County I found law enforcement department's cramped for space and overcrowded. To upgrade or construct new facilities for each agency would be cost prohibitive at this time.

Records

One of the most important functions of a law enforcement agency is the efficient and effective operation of a solid records system. Major records systems exist within the Fort Walton Beach Police Department, the Okaloosa County Sheriff's Department has two segmented systems, with limited system's located at Crestview, Niceville, Mary Esther, Valparaiso, and Shalimar. The records center within each agency is limited in the number of hours per day they are open to the public. Agencies are in various stages of mechanization of records.

Communications

The efficiency and effectiveness of daily law enforcement operations depend on the nature of the communications unit maintained by departments. The degree to which these services are provided throughout Okaloosa County varies from municipality to county wide facilities. One consolidated communication center if established and professionally staffed with trained personnel could be maintained and provide for more rapid law enforcement response throughout Okaloosa County and would require fewer personnel for operation.

Morale

Morale problems are experienced from time to time in all law enforcement agencies. Morale problems are attributed to varying salary schedules, different fringe benefits or lack of benefits. I conclude that uniform salaries and fringe benefits would help to reduce this problem area.

Professional jealousy is also a factor impacting morale. A consolidated form of operation could serve to act as a cohesive binding of personnel. It is strongly believed that this issue would increase the effectiveness of the individual officer over a longer period of time than any other short term issue.

Vehicle Costs

Next to personnel, vehicle acquisition, operation, and maintenance are a major portion of budgetary expenditures whether the organization has a "fleet" numbering 3 or 128 vehicles. A fully equipped vehicle (lights, siren, radio, and other equipment) may well average over \$20,000 per unit. Law enforcement vehicles are on the road from 8 to 24 hours a day. And with today's gasoline prices, all agencies were found to be seeking ways to reduce vehicle operating costs by redefining patrol areas or other methods designed to reduce cost.

Juvenile Crime

I noted that juvenile crime and the issue of juvenile delinquency has not been given a high priority by the departments within Okaloosa County. The responsibility of juvenile crime is in addition to the more traditional and regular responsibilities of the patrol officer and investigator. With juvenile crime on the increase in Okaloosa County and throughout the United States there is a need for a focused concern in dealing with juvenile delinquency.

Final Recommendations

Weighing these facts and recognizing the cost of consolidation it is believed that future benefits will outweigh the short term cost.

Moreover, I conclude that all of the overlap, duplication and inconsistency lead to operational and public confusion and to inefficiency and increased cost for overall operation. Consequently, we recommend the establishment of a single, consolidated law enforcement department with policies and guidelines which are consistent with legal requirements. Such an organizational structure would safeguard public trust by: providing a uniform set of policy rules; insuring the use of professionally trained personnel; and, promoting increased professionalism in responding to the needs of the public.

CHAPTER III - POPULATION

Census estimates for 1989 (Okaloosa County) 157.5 (in thousands, rounded to hundreds)

Census estimates for 1989:

| | |
|-----------------------|---------|
| Okaloosa County - | 157,517 |
| Crestview - - - - - | 9,190 |
| Destin - - - - - | 7,498 |
| Fort Walton Beach - | 23,556 |
| Mary Esther - - - - - | 4,351 |
| Niceville - - - - - | 11,083 |
| Shalimar- - - - - | 402 |
| Valparaiso- - - - - | 6,703 |
| Unincorporated- - - | 93,656 |

SOURCE: Florida Statistical Abstract 1990, The University Presses of Florida, Gainesville, Fl.

SWORN POLICE PERSONNEL FOR EACH 1000 POPULATION:

| | |
|----------------------------|------|
| More than 1,000,000- - - - | 3.31 |
| 500,000 to 999,999- - - - | 2.72 |
| 250,000 to 499,999- - - - | 2.82 |
| 100,000 to 249,999- - - - | 2.42 |
| 50,000 to 99,999- - - - | 2.16 |
| 25,000 to 49,999- - - - | 2.09 |
| 10,000 to 24,999- - - - | 2.12 |

SOURCE: Adopted from Municipal Year Book 1985, Vol.52, Washington D.C., International City Management Association, 1985, p. 124.

OKALOOSA COUNTY DATA

| <u>LOCATION</u> | <u>RECOMMENDED NUMBER OF OFFICERS</u> | <u>ACTUAL NUMBER OF OFFICERS</u> |
|-----------------------------|---------------------------------------|----------------------------------|
| UNINCORPORATED. | 202 | .106 |
| CRESTVIEW | 20. | .18 |
| DESTIN. | 14. | .8 |
| FORT WALTON BEACH | 50. | .52 |
| MARY ESTHER | 8 | .3 |
| NICEVILLE | 24. | .13 |
| SHALIMAR. | 2 | .3 |
| VALPARAISO. | 14. | .8 |
| TOTALS. | .381. | .208 |

Data was rounded to the nearest whole number.
 Data represents full-time officer's only.

| <u>LOCATION</u> | <u>POPULATION</u> | <u>TOTAL BUDGET</u> | <u>COST PER CITIZEN</u> |
|-----------------------------|--------------------|---------------------|-------------------------|
| UNINCORPORATED. | .93,656. | .\$4,946,965.00 | \$52.82 |
| CRESTVIEW | 9,190. | .\$ 724,238.00 | \$78.80 |
| DESTIN. | 7,498. | .\$ 300,756.00 | 40.11 |
| FORT WALTON BEACH | .23,556. | .\$2,170,237.00 | \$92.13 |
| MARY ESTHER | 4,351. | .\$ 106,000.00 | \$24.36 |
| NICEVILLE | .11,083. | .\$ 671,850.00 | \$60.61 |
| SHALIMAR. | 402. | .\$ 93,198 | \$ 231.83 |
| VALPARAISO. | 6,703. | .\$ 412,353.75 | \$61.51 |
| TOTALS. | .156,440 | .\$9,031,164.75 | \$57.73 |
| | | 9,425,118.75 | 59.83 |

CHAPTER IV - ACTIVITY DATA

OKALOOSA COUNTY PROFILE - 1989

| | |
|-------------------------------------|----------------|
| POPULATION | 157,517 |
| NUMBER OF INCIDENTS | 6,782 |
| NUMBER OF INDEX OFFENSES | 5,779 |
| RATE PER 100,000 | 3,668.8 |
| PERCENT INDEX CLEARED | 26.4 |
| NUMBER OF PART 2 OFFENSES | 1,083 |
| PERCENT PART 2 CLEARED | 56.0 |
| TOTAL NUMBER OF ARRESTS | 6,246 |
| RATE PER 100,000 | 3,965.3 |
| NUMBER OF INDEX ARRESTS | 1,607 |
| NUMBER OF PART 2 ARRESTS | 1,784 |
| MISCELLANEOUS ARRESTS | 2,855 |
| VALUE STOLEN | \$4,388,523.00 |
| VALUE RECOVERED | \$1,659,752.00 |
| PERCENT RECOVERED | 37.8 |
| ARSON DAMAGE | \$57,575.00 |

COUNTY DRUG OFFENSES - 1989

| | |
|-------------------------------------|---------|
| NUMBER OF INCIDENTS | 6,782 |
| NUMBER OF INDEX OFFENSES | 5,779 |
| RATE PER 100,000 | 3,668.8 |
| PERCENT INDEX CLEARED | 26.4 |
| NUMBER OF PART 2 OFFENSES | 1,083 |
| PERCENT PART 2 CLEARED | 56.0 |
| TOTAL NUMBER OF ARRESTS | 6,246 |
| RATE PER 100,000 | 3,965.3 |
| NUMBER OF INDEX ARRESTS | 1,607 |
| NUMBER OF PART 2 ARRESTS | 1,784 |
| TOTAL DRUG POSSESSION | 8,152 |

COUNTY AND MUNICIPAL OFFENSE DATA - 1989

OKALOOSA COUNTY SHERIFF'S OFFICE

| | |
|----------------------------|---------|
| Total Crime Index . . . | 3,360 |
| Murder | 2 |
| Forcible Sex | 11 |
| Robbery | 44 |
| Aggravated Assault . . . | 208 |
| Burglary | 773 |
| Larceny | 2,157 |
| Motor Vehicle Theft . . . | 165 |
| Index Rate Per 100,000 | 3,140.6 |
| Percent Cleared | 22.6 |
| Total Part 2 Mandatory | 618 |
| Manslaughter | 0 |
| Kidnap/Abduction | 2 |
| Arson | 4 |
| Simple Assault | 407 |
| Drug Sales | 17 |
| Drug Possession | 111 |
| Bribery | 0 |
| Embezzlement | 36 |
| Fraud | 41 |
| Percent Cleared | 47.9 |

CRESTVIEW POLICE DEPARTMENT

| | |
|----------------------------|---------|
| Total Crime Index . . . | 523 |
| Murder | 1 |
| Forcible Sex | 12 |
| Robbery | 12 |
| Aggravated Assault . . . | 27 |
| Burglary | 169 |
| Larceny | 274 |
| Motor Vehicle Theft . . . | 28 |
| Index Rate Per 100,000 | 5,691.0 |
| Percent Cleared | 39.4 |
| Total Part 2 Mandatory | 202 |
| Manslaughter | 1 |
| Kidnap/Abduction | 1 |
| Arson | 3 |
| Simple Assault | 55 |
| Drug Sales | 2 |
| Drug Possession | 54 |
| Bribery | 0 |
| Embezzlement | 0 |
| Fraud | 86 |
| Percent Cleared | 59.4 |

FORT WALTON BEACH POLICE DEPARTMENT

| | |
|----------------------------|---------|
| Total Crime Index . . . | 1,687 |
| Murder | 0 |
| Forcible Sex | 23 |
| Robbery | 40 |
| Aggravated Assault . . . | 125 |
| Burglary | 343 |
| Larceny | 1,076 |
| Motor Vehicle Theft . . . | 80 |
| Index Rate Per 100,000 | 7,161.7 |
| Percent Cleared | 29.8 |
| Total Part 2 Mandatory | 249 |
| Manslaughter | 0 |
| Kidnap/Abduction | 7 |
| Arson | 4 |
| Simple Assault | 238 |
| Drug Sales | 0 |
| Drug Possession | 0 |
| Bribery | 0 |
| Embezzlement | 0 |
| Fraud | 0 |
| Percent Cleared | 71.5 |

NICEVILLE POLICE DEPARTMENT

| | |
|----------------------------|---------|
| Total Crime Index . . . | 165 |
| Murder | 0 |
| Forcible Sex | 00 |
| Robbery | 2 |
| Aggravated Assault . . . | 0 |
| Burglary | 35 |
| Larceny | 123 |
| Motor Vehicle Theft . . . | 5 |
| Index Rate Per 100,000 | 1,488.8 |
| Percent Cleared | 30.9 |
| Total Part 2 Mandatory | 3 |
| Manslaughter | 0 |
| Kidnap/Abduction | 0 |
| Arson | 0 |
| Simple Assault | 000 |
| Drug Sales | 0 |
| Drug Possession | 0 |
| Bribery | 0 |
| Embezzlement | 0 |
| Fraud | 1 |
| Percent Cleared | 100.0 |

OKALOOSA AIR TERMINAL

| | |
|-------------------------------|---------|
| Total Crime Index | 4 |
| Murder | 0 |
| Forcible Sex | 00 |
| Robbery | 0 |
| Aggravated Assault | 0 |
| Burglary | 00 |
| Larceny | 4 |
| Motor Vehicle Theft | 0 |
| Index Rate Per 100,000 | 0000000 |
| Percent Cleared | 0000 |
| Total Part 2 Mandatory | 0 |
| Manslaughter | 0 |
| Kidnap/Abduction | 0 |
| Arson | 0 |
| Simple Assault | 000 |
| Drug Sales | 0 |
| Drug Possession | 0 |
| Bribery | 0 |
| Embezzlement | 0 |
| Fraud | 0 |
| Percent Cleared | 00000 |

VALPARAISO POLICE DEPARTMENT

| | |
|-------------------------------|-------|
| Total Crime Index | 38 |
| Murder | 0 |
| Forcible Sex | 00 |
| Robbery | 0 |
| Aggravated Assault | 0 |
| Burglary | 21 |
| Larceny | 17 |
| Motor Vehicle Theft | 0 |
| Index Rate Per 100,000 | 566.9 |
| Percent Cleared | 5.3 |
| Total Part 2 Mandatory | 3 |
| Manslaughter | 0 |
| Kidnap/Abduction | 0 |
| Arson | 0 |
| Simple Assault | 2 |
| Drug Sales | 0 |
| Drug Possession | 0 |
| Bribery | 0 |
| Embezzlement | 0 |
| Fraud | 1 |
| Percent Cleared | 100.0 |

COUNTY AND MUNICIPAL ARREST DATA - 1989

Okaloosa County Sheriff's Office

| | |
|--------------------------|---------|
| Total arrest | 4,416 |
| Arrest Rate Per 100,000 | 4,127.7 |
| Total Adult | 3,953 |
| Total Juvenile | 464 |

Crestview Police Department
 Total arrest 540
 Arrest Rate Per 100,000 5,876.0
 ToTal Adult 475
 ToTal Juvenile 65

Fort Walton Beach Police Department
 Total arrest 848
 Arrest Rate Per 100,000 3,599.9
 ToTal Adult 708
 ToTal Juvenile 140

Niceville Police Department
 Total arrest 58
 Arrest Rate Per 100,000 523.3
 ToTal Adult 28
 ToTal Juvenile 30

Valparaiso Police Department
 Total arrest 32
 Arrest Rate Per 100,000 477.4
 ToTal Adult 31
 ToTal Juvenile 1

SOURCE: Florida Department of Law Enforcement, Crime in Florida,
 1989 Annual Report.

Reported Motor Vehicle Accidents: Persons Killed or Injured and
 Total Accidents (1988)

Okaloosa County

Total 1,803
 Rural 999
 Urban 804
 Persons Killed 26
 Persons Injured 1,777
 Alcohol Related 424
 Fatalities 12

SOURCE: Florida Statistical Abstract 1990, The University Presses
 of Florida, Gainesville, Fl.

CHAPTER V - BUDGET

Okaloosa County Sheriff's Department
Total Budget \$4,946,965.00
Officer's 106
Records Personnel 13
 Budget \$201,696.00
Communications 18
 Budget \$227,818.00
Vehicles 128
 Budget \$275,122.00

Crestview Police Department
Total Budget \$ 724,238.00
Officer's 18
Records Personnel 2
 Budget
Communications 5
 Budget
Vehicles 18
 Budget

Fort Walton Beach Police Department
Total Budget \$2,170,237.00
Officer's 52
Records Personnel
 Budget \$
Communications 8
 Budget \$134,642.00
Vehicles 24
 Budget \$77,244.40

Niceville Police Department
Total Budget \$671,850.00
Officer's 13
Records Personnel
 Budget \$
Communications 4
 Budget \$
Vehicles 9
 Budget \$45,000.00

Valparaiso Police Department
 Total Budget \$412,353.75
 Officer's 8
 Records Personnel
 Budget \$
 Communications
 Budget \$
 Vehicles 4
 Budget \$20,040.82

Shalimar Police Department
 Total Budget \$93,198.00
 Officer's 3
 Records Personnel
 Budget \$
 Communications
 Budget \$
 Vehicles 3
 Budget \$5,400.00

Mary Esther Police Department
 Total Budget \$106,000.00
 Officer's 2
 Records Personnel
 Budget \$
 Communications
 Budget \$
 Vehicles 3
 Budget \$9,000.00

Okaloosa County Air Terminal
 Total Budget \$
 Officer's 8
 Records Personnel
 Budget \$
 Communications
 Budget \$
 Vehicles
 Budget \$

CHAPTER VI - OUTLINE

Model Feasibility Study Outline

for the

Reorganization of Existing Law Enforcement Agencies

**Model Feasibility Study Outline
for the
Reorganization of Existing Law Enforcement Agencies**

For each jurisdiction to be considered in the study compile the following information.

v. Demographic Profile

1. Size of jurisdiction in square miles and miles of roadway.
2. Population breakdown by age, income and educational attainment.
3. Housing breakdown by type (i.e. single family, multi-family and vacation homes, trailer parks, and number).
4. Name and location of educational complexes (i.e. primary and secondary schools, colleges and universities).
5. Name, location and size of major employers.

vi. Profile of Criminal Activity

1. A three year history of reported Part I and II crimes.
2. A three year history of all calls for service to which local officers responded, by type of call.
3. A three-year history of traffic accidents (separating accidents involving property damage, personal injury and fatality) and citations issued.
4. A three-year history of arrests, by type of offense.

vii. Organization and Operation of Existing Law Enforcement Agencies

1. A current organization chart.
2. A brief description of all line or field operations.
3. A brief description of all staff services.
4. A brief description of all auxiliary services.
5. Copies of written general orders and field manuals.
6. Documentation on agency's legal basis for existence, as well as its powers of enforcement and arrest.

viii. Law Enforcement Manpower

For each law enforcement agency employee (sworn and non-sworn, full-time), record the following:

1. Name.
2. Rank or job title, including a job description.
3. Age.
4. Years of service in law enforcement, including names of agencies employed with in the past.
5. Length of service with current agency.
6. Current salary and fringe benefits.
7. State law enforcement certification status.
8. Actual training completed or underway, including the title/purpose of such training.
9. Other related information, such as citations, special interests or experience, formal education.

For part-time sworn personnel, in addition to the above information, also include:

10. Average hours worked per week.
11. Time during day and week generally available for active duty.
12. Nature of full-time job.

ix. Management and Administration

1. Methods used to recruit and test personnel.
2. Methods used to select personnel.

3. Promotional procedures, including description of examinations and final selection procedures used.
4. Wage scales by rank, including methods used for step increases.
5. The nature and basis of special incentive programs.
6. A description of all agency fringe benefits and insurance coverage.
7. Training practices relating to basic, in-service and special training.

F. Equipment and Facilities

1. Relative to existing facilities, specify:
 - a. size, age, condition and location.
 - b. current level of utilization (i.e. under or over capacity).
 - c. terms of occupancy (i.e. owned by jurisdiction, lease conditions, potential for sub-lease, etc.).
2. Relative to equipment, inventory the following:
 - a. operations equipment, including radar units, emergency medical equipment, crime scene kits, etc.
 - b. vehicles and related support equipment.
 - c. animals, including K-9 corps and horses.
 - d. communications equipment, including base, mobile and portable units, by type, range, and condition.
 - e. personal equipment, including uniforms, leathers, batons, etc.
 - f. weapons and ammunition by type and condition.
 - g. office equipment by type and condition.

G. The Cost of Law Enforcement Operations

From budget of current fiscal year and the two immediately preceding years, identify expenditures for the following:

1. Salaries and wages.
2. Employee benefits and insurance.
3. General operating expenses, including vehicle and equipment operating expenses; maintenance; communication; care of prisoners; general and administrative expenses; out-of-town travel; and, other expenses.
4. Capital costs, including the purchase of and improvements to facilities, vehicles, etc.
5. Miscellaneous expenses.

Where possible, obtain budget projections for two succeeding years for operating agencies and estimate the cost of establishing and maintaining police agencies at desired levels of service for at least two years for communities without functioning law enforcement agencies.

H. Public Opinion Inventory

When deemed desirable, prepare and administer a brief questionnaire which queries a representative cross-section of the community on such points as:

1. Opinions concerning existing law enforcement service.
2. Specific problems associated with the current delivery system.
3. Methods foreseen to correct existing problems.
4. Attitudes toward law enforcement agency consolidation.
5. Perceived problems and benefits of consolidation.

I. An Assessment of the Current Law Enforcement System

An assessment should be made of the above information. Specifically, persons in a policy-making capacity (i.e., elected officials, members of local law enforcement review committee, etc.) should seek answers to the following questions:

1. Can needed law enforcement service be provided at a desired level without consolidation?
2. Can the desired quality of service be provided through existing arrangements?
3. Can the desired level and quality of service be provided economically under existing arrangements?

Drawing from a review of the foregoing information, the following should be presented.

A. Alternative Approaches

1. Describe realistic organizational alternatives.
2. Document legal requirements to implement such alternatives.
3. Specify services to be provided under such arrangements.
4. Specify methods of service delivery, including nature of provider agency, manpower required and internal organization.
5. Detail anticipated cost of alternative structures including cost distribution options.
6. Describe personnel absorption and deployment options.
7. Describe alternatives regarding the use and/or disposal of current facilities.
8. Describe methods for maintaining the involvement of participating jurisdictions.
9. Describe methods and conditions under which jurisdictions may terminate involvement.

B. Conclusions and Recommendations

A recommended course of action should be presented, including details on the most appropriate organizational arrangement, manpower needs and distribution, equipment and facility requirements, operating needs, and methods of financing the recommended system.

CHAPTER VII - REFERENCES

0813

E:

CONSOLIDATION OF POLICE SERVICES - THE SNOHOMISH
COUNTY EXPERIENCE - A STATUS REPORT AND KEY
RECOMMENDATIONS

71

T AUTHOR:

ANON

:

70

ING AGENCY:

EASTMAN MIDDLETON ASSOCIATES

SORING AGENCY:

WASHINGTON LAW AND JUSTICE PLANNING OFFICE

S/SOURCE:

NTIS PB 224 301/RS, SPRINGFIELD, VA

TATION:

EVALUATION OF EXISTING POLICE SERVICES WITHIN THE COUNTY,
ANALYSIS OF NEED FOR SERVICES, AND RECOMMENDATIONS FOR
IMPROVING SERVICES BY CONSOLIDATION AND COORDINATION.

RACT:

A KEY FEATURE OF THE STUDY WAS THE CLOSE AND CONTINUOUS
INTERACTION BETWEEN THE TASK FORCE, PUBLIC OFFICIALS, AND
THE CITIZENRY. RECOMMENDATIONS INCLUDE ESTABLISHMENT OF A
CENTER FOR POLICE STAFF AND AUXILIARY SERVICES TO MANAGE
AND PROVIDE SUPPORTIVE SERVICES, AND THE LONG-RANGE
CREATION OF THREE NEW COUNTY ELEMENTS - A COUNTY POLICE
DEPARTMENT, A DEPARTMENT OF CORRECTIONS, AND AN OFFICE
OF COURT SERVICES. CHARTS, FIGURES, AND TABLES PROVIDE
GRAPHIC INFORMATION ON PRESENT POLICE ORGANIZATION,
POPULATION PROFILES, CLEARANCE RATES, FINANCIAL FACTORS,
POLICE PERSONNEL, AND OPERATIONS EXPENDITURES.
IMPLEMENTATION PLANS FOR THESE RECOMMENDED IMPROVEMENTS
ARE FOUND IN AN ACCOMPANYING VOLUME, NCJ-10812.

312

CONSOLIDATION OF POLICE SERVICES - THE SNOHOMISH
COUNTY EXPERIENCE - PLANS FOR IMPROVEMENT

71

AUTHOR:

ANON

265

ING AGENCY:

EASTMAN MIDDLETON ASSOCIATES

ORING AGENCY:

WASHINGTON LAW AND JUSTICE PLANNING OFFICE

SOURCE:

NTIS PB 224 302/AS, SPRINGFIELD, VA

ATION:

OBJECTIVES, IMPLEMENTATION PLANS AND SCHEDULING, AND COST
CONSIDERATIONS FOR CONSOLIDATING POLICE SERVICES, AS
PROPOSED AFTER A STUDY OF EXISTING SERVICES.

ACT:

ORGANIZATION, MANAGEMENT, AND FUNDING REQUIREMENTS ARE
DISCUSSED FOR THE FOLLOWING - A CENTER FOR POLICE STAFF
AND AUXILIARY SERVICES, A COUNTY OFFICE OF COURT
SERVICES, A COUNTY DEPARTMENT OF CORRECTIONS, AND A
COUNTY POLICE DEPARTMENT. THE APPENDICES CONTAIN -
MATERIALS APPLICABLE TO THE ESTABLISHMENT OF THESE
SERVICES, SUCH AS POSITION DESCRIPTIONS, TRAINING
SYLLABI, A RECOMMENDED LIBRARY BIBLIOGRAPHY, OPERATING
PROCEDURES, AND SUGGESTED ARTICLES OF INCORPORATION. AN
EVALUATION OF EXISTING POLICE SERVICES AND THE
RECOMMENDATIONS FOR IMPROVED SERVICE WHICH RESULTED FROM
THE STUDY ARE CONTAINED IN A COMPANION VOLUME, NCJ-10813.

10631

LE: SOME MANPOWER ASPECTS OF THE CRIMINAL JUSTICE SYSTEM
ANAL CITATION: CRIME AND DELINQUENCY, V 19, N 2 (APRIL 1973), P 187-
199
73
ST AUTHOR: COBERN, M
13
ING AGENCY: HOOO
TATION: A COMPARATIVE ANALYSIS OF RESOURCES AND MANPOWER TRENDS
IN LOCAL POLICE DEPARTMENTS, COURTS, AND CORRECTIONAL
ACTIVITIES.
RACT: MANPOWER UTILIZATION PLANNING FOR LAW ENFORCEMENT AND
REHABILITATION ACTIVITIES WILL HAVE TO FOCUS ON EMPLOYING
A GREATER VARIETY OF WORKERS AND THEIR BETTER
DISTRIBUTION. POLICE DEPARTMENTS, ESPECIALLY IN LARGE
CITIES, WILL HAVE TO USE MORE CIVILIAN WORKERS FOR MANY
POSITIONS NOW FILLED BY SWORN PERSONNEL. CORRECTIONAL
INSTITUTIONS WILL HAVE TO EMPLOY MORE WORKERS IN
REHABILITATION SERVICES THAN IN SECURITY SERVICES.
STATISTICAL TABLES ON EMPLOYMENT, OCCUPATIONAL
DISTRIBUTION, AND EXPENDITURES ARE INCLUDED. (AUTHOR
ABSTRACT MODIFIED)

00:11

LE: PREVENTION ORIENTED POLICING SERVICE - RESEARCH
REPORT

71

ST AUTHOR: ANON

200

ING AGENCY: ROYAL CANADIAN MOUNTED POLICE

STATION: EARLIER ATTEMPTS BY THE ROYAL CANADIAN MOUNTED POLICE TO
INSTITUTE CONSOLIDATED RURAL POLICING, AND PROPOSED
APPROACH TO CONSOLIDATE POLICE SERVICES.

RACT: 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
ON A RESPONSE TO CALL 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-COMMUNITY RELATIONS
EFFORTS, AND CONSOLIDATION (LARGER UNITS SERVICING
LARGER AREAS). A FIELD TEST SHOWED POPS TO BE SUCCESSFUL.
PERSONNEL AND TRAINING IMPLICATIONS ARE DISCUSSED.

TYPE 11/4/78

USER 06

086
11

ACIR (ADVISORY COMMISSION ON INTERGOVERNMENTAL
RELATIONS) LEGISLATIVE PROGRAM - NEW PROPOSALS
FOR 1972

71
ANON

AUTHOR:

98

ING AGENCY:
ATION:

ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS
ACIR RECOMMENDATIONS FOR STATE ACTION ARE TRANSLATED INTO
LEGISLATIVE LANGUAGE FOR CONSIDERATION BY THE STATE
LEGISLATURES.

FACT:

THE NEW PROPOSALS IN THIS VOLUME WERE DRAFTED TO
IMPLEMENT RECOMMENDATIONS IN THE COMMISSION'S REPORT,
STATE LOCAL RELATIONS IN THE CRIMINAL JUSTICE SYSTEM.
THEY ARE - 'JUDICIAL CONSTITUTIONAL ARTICLE,' 'OMNIBUS
JUDICIAL ACT,' 'OMNIBUS PROSECUTION ACT,' 'STATE
DEPARTMENT OF CORRECTION ACT,' 'UPGRADING POLICE
PERSONNEL PRACTICES,' 'EXPANDED STATE SERVICES TO LOCAL
LAW ENFORCEMENT AGENCIES,' 'RURAL POLICE PROTECTION ACT,
'INTRASTATE EXTRATERRITORIAL POLICE POWERS,' 'SPECIAL
POLICE TASK FORCES,' 'INDEPENDENT COUNTY POLICE FORCES
AND MODERNIZED SHERIFF'S DEPARTMENTS,' AND 'MINIMUM
POLICE SERVICES IN METROPOLITAN AREAS.' THE OTHER DRAFT
BILLS ARE REVISIONS OF PROPOSALS CONTAINED IN EARLIER
EDITIONS OF THE STATE LEGISLATIVE PROGRAM. THESE ARE -
'LEGISLATIVE APPORTIONMENT PROCEDURE,' 'UNIFORM
RELOCATION ASSISTANCE,' AND 'STATE PUBLIC LABOR-
MANAGEMENT RELATIONS.' (AUTHOR ABSTRACT)

TYPE 03/4/2

USER 08

0L09885

TITLE:

ACIR (ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS) LEGISLATIVE PROGRAM - NEW PROPOSALS FOR 1972

DATE:

71

FIRST AUTHOR:

ANON

PAGE:

98

ISSUING AGENCY:

ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS

ANNOTATION:

ACIR RECOMMENDATIONS FOR STATE ACTION ARE TRANSLATED INTO LEGISLATIVE LANGUAGE FOR CONSIDERATION BY THE STATE LEGISLATURES.

ABSTRACT:

THE NEW PROPOSALS IN THIS VOLUME WERE DRAFTED TO IMPLEMENT RECOMMENDATIONS IN THE COMMISSION'S REPORT. STATE LOCAL RELATIONS IN THE CRIMINAL JUSTICE SYSTEM. THEY ARE - 'JUDICIAL CONSTITUTIONAL ARTICLE,' 'OMNIBUS JUDICIAL ACT,' 'OMNIBUS PROSECUTION ACT,' 'STATE DEPARTMENT OF CORRECTION ACT,' 'UPGRADING POLICE PERSONNEL PRACTICES,' 'EXPANDED STATE SERVICES TO LOCAL LAW ENFORCEMENT AGENCIES,' 'RURAL POLICE PROTECTION ACT,' 'INTRASTATE EXTRATERRITORIAL POLICE POWERS,' 'SPECIAL POLICE TASK FORCES,' 'INDEPENDENT COUNTY POLICE FORCES AND MODERNIZED SHERIFF'S DEPARTMENTS,' AND 'MINIMUM POLICE SERVICES IN METROPOLITAN AREAS.' THE OTHER DRAFT BILLS ARE REVISIONS OF PROPOSALS CONTAINED IN EARLIER EDITIONS OF THE STATE LEGISLATIVE PROGRAM. THESE ARE - 'LEGISLATIVE APPORTIONMENT PROCEDURE,' 'UNIFORM RELOCATION ASSISTANCE,' AND 'STATE PUBLIC LABOR-MANAGEMENT RELATIONS.' (AUTHOR ABSTRACT)

TYPE 03/4/1

USER 09

C

0L10631

TITLE:

SOME MANPOWER ASPECTS OF THE CRIMINAL JUSTICE SYSTEM

JOURNAL CITATION:

CRIME AND DELINQUENCY, V 19, N 2 (APRIL 1973), P 187-199

DATE:

73

FIRST AUTHOR:

COBERN, M

PAGE:

13

ISSUING AGENCY:

NCCD

ANNOTATION:

A COMPARATIVE ANALYSIS OF RESOURCES AND MANPOWER TRENDS IN LOCAL POLICE DEPARTMENTS, COURTS, AND CORRECTIONAL ACTIVITIES.

ABSTRACT:

MANPOWER UTILIZATION PLANNING FOR LAW ENFORCEMENT AND REHABILITATION ACTIVITIES WILL HAVE TO FOCUS ON EMPLOYING A GREATER VARIETY OF WORKERS AND THEIR BETTER DISTRIBUTION. POLICE DEPARTMENTS, ESPECIALLY IN LARGE CITIES, WILL HAVE TO USE MORE CIVILIAN WORKERS FOR MANY POSITIONS NOW FILLED BY SWORN PERSONNEL. CORRECTIONAL INSTITUTIONS WILL HAVE TO EMPLOY MORE WORKERS IN REHABILITATION SERVICES THAN IN SECURITY SERVICES. STATISTICAL TABLES ON EMPLOYMENT, OCCUPATIONAL DISTRIBUTION, AND EXPENDITURES ARE INCLUDED. (AUTHOR ABSTRACT MODIFIED)

TYPE 03/4/3

USER 08

0L09230
TITLE: VIABILITY OF THE SMALL POLICE FORCE
JOURNAL CITATION: POLICE CHIEF, V 49, N 3 (MARCH 1973), P 56-59
DATE: 7303
FIRST AUTHOR: CALLAHAN, J. J.
PAGE: 4
SALES/SOURCE: IACP, GAITHERSBURG, MD
ANNOTATION: REMEDIES TO UPGRADE THE CAPABILITY OF SMALL POLICE FORCES IN PROVIDING MINIMUM ESSENTIAL SERVICES.
ABSTRACT: SUGGESTIONS ARE MADE TO LINK THE DELIVERY OF ESSENTIAL SERVICES TO THE VIABILITY OF LOCAL GOVERNMENTS. THESE INCLUDE STATE GRANTS TO LOCAL GOVERNMENTS, CONSOLIDATED AND OVERLAPPING POLICE SERVICES, STRICTER STATE STANDARDS IN AUTHORIZING GOVERNMENTAL INCORPORATION, AND CLOSER COUNTY LEVEL SUPERVISION OF LOCAL OPERATIONS.

TYPE 03/4/4

USER 08

0L09073
TITLE: LAPD AND COMPUTERS, 1972-1973
DATE: 73
FIRST AUTHOR: ANON
PAGE: 60
ISSUING AGENCY: LOS ANGELES POLICE DEPT
ANNOTATION: DESCRIPTION OF COMPUTER-AIDED PROJECTS NOW OPERATIONAL OR UNDER DEVELOPMENT WITHIN THE LOS ANGELES POLICE DEPARTMENT.
ABSTRACT: THE PROJECTS DESCRIBED INCLUDE AUTOMATED FIELD INTERVIEW SYSTEM (AFIS), AUTOMATED RECORD MANAGEMENT SYSTEM (ARMS), AUTOMATED WANT WARRANT SYSTEM (AWWS), AUTOMATED WORTHLESS DOCUMENT INDEX (AWDI), COMPUTER ASSISTED TRAINING (CAT), EMERGENCY COMMAND CONTROL COMMUNICATIONS SYSTEM (ECCCS), LAW ENFORCEMENT MANPOWER RESOURCE ALLOCATION SYSTEM (LEMRA), LAPD/LASD CONSOLIDATION PROJECT (CPT), MASTER PLAN PROJECT (MPP), PATTERN RECOGNITION AND INFORMATION CORRELATION (PATRIC), REGIONAL JUSTICE INFORMATION SYSTEM (RJIS), AND TRAFFIC INFORMATION SYSTEM (TIS). THE APPENDIX CONTAINS NAMES OF PROJECT LEADERS AND THEIR OFFICES.

TYPE 03/4/5

USER: 08

0L08620

TITLE: ANALYSIS OF THE ALLEGHENY COUNTY CRIMINAL JUSTICE SYSTEM - PRESENT OPERATIONS AND ALTERNATIVE PROGRAMS
7202
DATE: COHEN, J. SECOND AUTHOR: LETTRE, M.
PAGE: 105
ISSUING AGENCY: CARNEGIE-MELLON UNIV
ANNOTATION: AN EXAMINATION OF EXISTING OPERATIONS WITH SUGGESTED IMPROVEMENTS AND PROPOSED PROGRAMS TO DIVERT JUVENILE AND ADULT OFFENDERS FROM THE SYSTEM.
ABSTRACT: USING THE DATA CONTAINED IN THE SYSTEM DESCRIPTION (SEE NCJ-08619), VARIOUS AGENCIES ARE EXAMINED IN DEPTH. RECOMMENDATIONS INCLUDE ESTABLISHING A COUNTY BUREAU OF POLICE SERVICES TO PROVIDE SPECIALIZED CRIMINALISTIC SERVICES TO SUBURBAN POLICE, TRANSFERRING MISDEMEANOR JURISDICTION TO MAGISTRATES, WIDENING THE SCOPE OF THE PRESENT BAIL REFORM MOVEMENT, INCREASING PROBATION AS AN ALTERNATIVE TO INCARCERATION AND REPLACING INDISCRIMINATE JUVENILE DETENTION WITH INCREASED SUPPORT SERVICES.

TYPE 03/4/6

USER: 08

0L08168

TITLE: DOUGLAS COUNTY (CO) - POLICE SERVICES
72
DATE: ANON
FIRST AUTHOR: ANON
PAGE: 160
ISSUING AGENCY: COLORADO DIV OF CRIMINAL JUSTICE
ANNOTATION: THE FINANCING, TYPES, AND LEVELS OF COUNTY POLICE ACTIVITIES AND PROPOSALS FOR IMPROVING POLICE SERVICE THROUGH COOPERATION WITH OTHER COUNTIES.
ABSTRACT: 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.

TYPE 03/4/8

USER 06

0L06091

TITLE: LAW ENFORCEMENT CONSOLIDATION FOR GREATER EFFICIENCY
JOURNAL CITATION: FBI LAW ENFORCEMENT BULLETIN, V 39, N 10 (OCTOBER
1970), P 11-15
DATE: 7010
FIRST AUTHOR: CARSON, D. G. SECOND AUTHOR: BRONN, D. K.
PAGE: 5
SALES/SOURCE: FBI, DC
ANNOTATION: UNIFICATION OF CITY AND COUNTY GOVERNMENTS IN
JACKSONVILLE, FLORIDA, HAS INCREASED THE EFFICIENCY AND
EFFECTIVENESS OF LAW ENFORCEMENT ACTIVITIES.

TYPE 03/4/7

USER 06

0L07434

TITLE: COURTS, THE POLICE AND THE COMMUNITY
JOURNAL CITATION: SOUTHERN CALIFORNIA LAW REVIEW, V 46, N 1 (DECEMBER
1972), P 1-11
DATE: 7212
FIRST AUTHOR: CLARK, T. C.
PAGE: 11
SALES/SOURCE: S CA UNIV LAW SCHOOL, LOS ANGELES
ANNOTATION: STATEMENT BY A FORMER SUPREME COURT JUSTICE CRITICIZES
THE CRIMINAL JUSTICE SYSTEM, AND MAKES SUGGESTIONS FOR
REVISION AND MODERNIZATION
ABSTRACT: HE RECOMMENDS THAT ALCOHOL ABUSE, PROSTITUTION, AND
GAMBLING BE DECRIMINALIZED. POLICE DEPARTMENTS SHOULD BE
CONSOLIDATED, AND THEIR MEMBERS GIVEN EXTENSIVE SPECIAL
TRAINING SO THEY CAN TAKE ON THE ROLE OF FRIEND OF THE
COMMUNITY. PRISON REFORM SHOULD CONCENTRATE ON THE FIRST
OFFENDER.

TYPE 03/4/9

USER 08

0L05292
TITLE: CENTRALIZATION, DEMOCRACY, AND THE POLICE
JOURNAL CITATION: JOURNAL OF CRIMINAL LAW, CRIMINOLOGY AND POLICE
SCIENCE, V 61, N 2 %JUNE 1970, P 309-312
DATE: 7006
FIRST AUTHOR: BERKLEY, G. E.
PAGE: 4
SALES/SOURCE: WILLIAMS & WILKINS, BALTIMORE, MD
ANNOTATION: AN EXAMINATION OF THE GROWING TREND TOWARD POLICE
CENTRALIZATION AND ITS EFFECT ON DEMOCRATIC VALUES
AND INSTITUTIONS.
ABSTRACT: A CENTRALIZED POLICE, FAR FROM POSING A THREAT TO
DEMOCRACY, MAY ACTUALLY SERVE AS ITS BULWARK. IN LOOKING
AT OTHER COUNTRIES IT IS FOUND THAT AN INCREASING NUMBER
OF SUCH CENTRALIZED POLICE FORCES WORK EFFECTIVELY TO
MAINTAIN AND EXTEND DEMOCRATIC GOVERNMENT. THIS MIGHT
WELL PROMPT SOME RE-EXAMINATION OF THE SITUATION IN THE
UNITED STATES. A SINGLE NATIONAL POLICE
FORCE IS PROBABLY UNDESIRABLE, OR EVEN UNWORKABLE, IN A
COUNTRY OF THIS SIZE AND DIVERSITY. BUT THE POSSIBILITIES
FOR GREATLY INCREASED STATE GOVERNMENT PARTICIPATION IN
THE POLICE FUNCTION MERIT CAREFUL CONSIDERATION.

TYPE 03/4/10

USER 08

0L04227
TITLE: CENTRALIZATION OF STATE LAW ENFORCEMENT AGENCIES
JOURNAL CITATION: FBI LAW ENFORCEMENT BULLETIN, V 41, N 5 (MAY 1972),
P 6-9 & 30
DATE: 7205
FIRST AUTHOR: HEGARTY, J. J.
PAGE: 5
ISSUING AGENCY: CANAD CRIMINOL CORRECT ASSOC
ANNOTATION: DESCRIPTION OF THE CAPABILITIES AND FUNCTIONS OF
ARIZONA'S RECENTLY FORMED DEPARTMENT OF PUBLIC SAFETY.
THE DEPARTMENT PROVIDES THE SERVICES OF THE HIGHWAY
PATROL, NARCOTICS ENFORCEMENT, LIQUOR ENFORCEMENT,
CRIMINAL INVESTIGATION, SCIENTIFIC CRIMINAL ANALYSIS, AND
STATEWIDE TRAINING FOR OFFICERS AT STATE AND LOCAL
LEVELS.

TYPE 03/4/11

USER 08

0L03124

TITLE: SHIELD OF DAVID - ISRAEL POLICE
JOURNAL CITATION: POLICE CHIEF, V 36, N 4 (APRIL 1969), P 40-52
DATE: 6904
FIRST AUTHOR: RUBENSTEIN, S. S.
PAGE: 13
ISSUING AGENCY: IACP
ANNOTATION: ORGANIZATION, FUNCTIONS AND OPERATIONS OF ISRAEL'S
CENTRALIZED NATIONAL POLICE FORCE AND ITS RELATIONS TO
OTHER GOVERNMENT AGENCIES AND THE PUBLIC.
ABSTRACT: THE REPORT DESCRIBES THE SCIENTIFIC AND TECHNICAL
ASSISTANCE GIVEN BY UNIVERSITIES AND OTHER NON-POLICE
SOURCES. FUNCTIONS OF THE ISRAELI POLICE AS BORDER
GUARDS ARE ALSO TREATED.

TYPE 03/4/12

USER 08

0L03124

TITLE: CONSOLIDATION - THE JACKSONVILLE EXPERIENCE
JOURNAL CITATION: POLICE CHIEF, V 36, N 4 (MARCH 1969), P 44 & 45
DATE: 6903
FIRST AUTHOR: CARSON, D.
PAGE: 2
ISSUING AGENCY: IACP
ANNOTATION: THE SHERIFF OF JACKSONVILLE, FLORIDA, DESCRIBES THE MANY
ADVANTAGES WHICH HAVE RESULTED FROM CONSOLIDATION OF CITY
AND COUNTY POLICE WHEN THE CITY LIMITS WERE EXTENDED.

TYPE 03/4/13

USER 08

0L01462

TITLE: EFFECTIVE POLICE ORGANIZATION AND MANAGEMENT - V 2.
COUNTY POLICE SYSTEMS

DATE: 6610

FIRST AUTHOR: GOURLEY, G. D.

PAGE: 196

ISSUING AGENCY: CA STATE COLLEGE AT LOS ANGELES

SPONSORING AGENCY: LEAA

1ST GRANT/CONTRACT: 017

SALES/SOURCE: NTIS PB 220 798, SPRINGFIELD, VA

ANNOTATION: COUNTY POLICE SYSTEMS ARE CHARACTERIZED AS ARCHAIC
STRUCTURES IN NEED OF ADMINISTRATIVE AND ORGANIZATIONAL
CHANGE.

ABSTRACT: THE CURRENT COUNTY SHERIFF SYSTEMS, CENTRALIZATION VERSUS
AUTONOMOUS ENTITIES, TYPES AND METHODS OF CONSOLIDATION
AND MODEL ORGANIZATIONS ARE DISCUSSED. THE REPORT
RECOMMENDS CENTRALIZATION OF MOST SERVICES AND
DECENTRALIZATION OF OPERATIONS. 33 REFERENCES

TYPE 03/4/14

USER 08

0L01436

TITLE: STATE POLICE SYSTEMS - CHAPTER 4, VOL. 1 OF EFFECTIVE
POLICE ORGANIZATION AND MANAGEMENT

DATE: 67

FIRST AUTHOR: GOURLEY, G. D.

PAGE: 300

ISSUING AGENCY: CA STATE COLLEGE, LONG BEACH

SPONSORING AGENCY: LEAA

1ST GRANT/CONTRACT: 017

ANNOTATION: AN ORGANIZATIONAL AND MANAGEMENT MODEL FOR STATE LAW
ENFORCEMENT AGENCIES, BASED ON A COMPARISON OF EXISTING
ORGANIZATIONS.

ABSTRACT: 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-000404.

TYPE 03/4/15

USER 05

0L00284

TITLE: COORDINATION AND CONSOLIDATION OF POLICE SERVICE

DATE: 661202

FIRST AUTHOR: ANON

PAGE: 300

ISSUING AGENCY: PUBLIC ADMIN SERVICE, CHICAGO

SPONSORING AGENCY: LEAA

1ST GRANT/CONTRACT: 66-003

ANNOTATION: ANALYSIS OF THE PROBLEMS OF LOCAL POLICE ADMINISTRATION AND POTENTIAL OF COORDINATION OR CONSOLIDATION OF SERVICES AS AN AID TO REPRESSION OF CRIME.

ABSTRACT: 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 SERVICE.

3L11286
TITLE: METROPOLITAN POLICE DEPARTMENTS - THE CITIZENS' INPUT
DATE: 73
FIRST AUTHOR: ISHAK, S T
PAGE: 133
ISSUING AGENCY: GRAND VALLEY (MI) STATE COLLEGES
ANNOTATION: CITIZEN EVALUATION OF POLICE PERFORMANCE, AND COST
EFFECTIVENESS OF SMALL, LOCALLY CONTROLLED POLICE FORCES
AS COMPARED TO LARGE, CENTRALIZED POLICE DEPARTMENTS.
ABSTRACT: THE LOCATION OF THE STUDY IS THE GREATER GRAND RAPIDS
AREA OF KENT COUNTY MICHIGAN. IT INCLUDES THE
INCORPORATED CITIES OF EAST GRAND RAPIDS, KENTWOOD AND
WALKER. EFFICIENCY AND ECONOMY WERE THE PRIME
CONSIDERATIONS OF THE QUESTIONNAIRE. INITIAL CHAPTERS OF
THIS REPORT PRESENT BACKGROUND INFORMATION ON CITIES
STUDIED AND DISCUSS METHODOLOGICAL CONSIDERATIONS. THE
DATA INDICATE THAT RESIDENTS OF SMALL COMMUNITIES RATE
THE FUNCTIONING OF THEIR LOCAL POLICE DEPARTMENTS MORE
FAVORABLY THAN RESPONDENTS IN GRAND RAPIDS, A LARGER
CITY. CITIZEN EVALUATIONS OF POLICE PERFORMANCE WERE
GENERALLY UNRELATED TO DIRECT CONTACT OF THE RESPONDENT
WITH THE POLICE, OR TO THE RESPONDENT'S SOCIO-ECONOMIC
CHARACTERISTICS. IT WAS ALSO NOTED THAT THE RESIDENTS OF
SMALLER CITIES SERVED BY SMALL POLICE FORCES RECEIVED
BETTER QUALITY POLICE PROTECTION AT A LOWER COST THAN
RESIDENTS OF GRAND RAPIDS. THE AUTHOR STATES THAT THESE
AND SIMILAR OBSERVATIONS HAVE RESULTED IN A REVERSE IN
THE TREND TOWARD CENTRALIZATION. RECOMMENDATIONS FOR
FUTURE STUDIES AND IMPROVED EFFECTIVENESS OF THE
MICHIGAN POLICE DEPARTMENT ARE PROVIDED. ALSO INCLUDED IS
A 13 PAGE BIBLIOGRAPHY.

1251

E:

CRIMINAL ADMINISTRATION AND THE LOCAL GOVERNMENT
CRISIS - THE CHALLENGE OF CONSOLIDATION

69

T AUTHOR:

SKOLER D L SECOND AUTHOR: HETLER J M

ING AGENCY:

LEAA

TATION:

IMPORTANCE OF CONSOLIDATION IS DISCUSSED IN LIGHT OF
INCREASING DEMANDS UPON CRIMINAL JUSTICE FUNCTIONS AND
THE GROWING FISCAL CRISES OF LOCAL GOVERNMENTS.

RACT:

CONSOLIDATION, AS CONSIDERED HERE, COVERS A RANGE FROM
FULL INTERGOVERNMENTAL MERGERS TO CONTRACTUAL SERVICES
AND REGIONALIZATION. POSSIBLE CONSOLIDATION SCHEMES FOR
LAW ENFORCEMENT, PROSECUTION, COURTS AND CORRECTIONS ARE
PRESENTED. RECENT ATTEMPTS AT CONSOLIDATION ARE INCLUDED
AS EXAMPLES.



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POLICE - REPORT OF THE NATIONAL ADVISORY COMMISSION ON
CRIMINAL JUSTICE STANDARDS AND GOALS, 1973

73

T AUTHOR: ANON

697

ING AGENCY: NATL ADVISORY COMM ON CRIML JUSTICE STANDARDS & GOALS

ORING AGENCY: LEAA

GRANT/CONTRACT: 75-DF-99-0002 2ND GRANT/CONTRACT: NI 72-0200

S/SOURCE: GPO

TATION: SUGGESTIONS FOR OVERALL IMPROVEMENT IN DELIVERY OF POLICE
SERVICES FOR GREATER PROTECTION AGAINST CRIME.

RACT:

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 IN THE AREAS OF WORKING WITH THE
COMMUNITY, PLANNING AND ORGANIZATION, TECHNOLOGY AND
SUPPORT SERVICES, FISCAL MANAGEMENT, AND COORDINATION
WITH OTHER CRIMINAL JUSTICE AGENCIES. 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 ESTABLISH 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 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. (SNI ABSTRACT)



ORIGINAL TITLE: ...

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