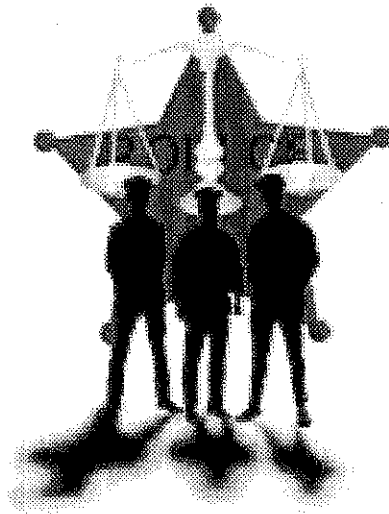


1998 Survey of Large Municipal Police Agencies



Survey of Police Organizations
Department of Criminal Justice
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July 1, 1998

Dear Colleague,

We have recently been awarded a grant by the National Institute of Justice to conduct a study of the general management practices and organizational structures of large municipal police agencies in the United States. This study also has the endorsement and funding support of the Office of Community Oriented Policing Services. This survey will collect valuable information from a national sample of police agencies.

When the study is completed, we will compile the results and write a report for agencies responding to this survey. This report will describe the organizational structures and management practices of agencies like yours around the country.

Your agency and others selected for this study will be useful for documenting patterns of organizational change in American police agencies. American policing is in the midst of an exciting era, and the data collected in this survey will be useful for law enforcement executives all over the country.

We know that your agency receives many surveys each year. Completing surveys can be time-consuming, and often provides little benefit to your agency. *We would like to share the results of our study with you, and we propose to do this in several ways.*

- Prior to the completion of the study, we will post preliminary results to our World-Wide-Web site. This site can be accessed at the following address:

<http://cid.unomaha.edu/~police>

We also invite you to access this site if you would like to learn more about the project staff or read about other projects and publications we have completed.

- Finally, we will attempt to fulfill any special data requests that you might find helpful for comparing your agency to others. In addition, the results of our data analysis will be accessible through our web site, but no individual departments will be identified.

Because we would like to complete the data collection and analysis process as soon as possible, please complete this questionnaire within three weeks and return it in the enclosed envelope. If you need assistance in completing the survey or if you have any questions, please call our research office at: 402-554-3945.

On behalf of the entire study team, thank you for your cooperation and participation in this survey.

Sincerely ,

Edward R. Maguire, Ph.D.
Project Director

Part I: Patrol Officers' Responsibilities

Listed below are various jobs that patrol officers in your agency might be responsible for performing. For each function, please select the most appropriate letter. Patrol officers:

	Rarely	Occasionally	Regularly	Frequently
1. Make door-to-door contacts in neighborhoods.	A	B	C	D
2. Develop familiarity with community leaders in area of assignment.	A	B	C	D
3. Work with citizens to identify and resolve area problems.	A	B	C	D
4. Assist in organizing the community.	A	B	C	D
5. Teach residents how to address community problems.	A	B	C	D
6. Work regularly with detectives on cases in area of assignment.	A	B	C	D
7. Conduct crime analysis in area of assignment.	A	B	C	D
8. Meet regularly with community groups.	A	B	C	D
9. Enforce civil and code violations in area.	A	B	C	D
10. Work with other city agencies to solve neighborhood problems.	A	B	C	D
11. Conduct surveys in area of assignment.	A	B	C	D
12. Take personal responsibility for criminal activity within area of patrol.	A	B	C	D
13. Take personal responsibility for disorderly people within area of patrol.	A	B	C	D
14. Get involved with neighborhood youth programs and activities.	A	B	C	D
15. Provide crime information to local residents.	A	B	C	D

Part II: Decision Making Practices

1. We are interested in learning about the decisions that senior management delegates to lower ranking employees. To what extent would senior management make actual decisions (not just signing off) in the following areas?

(Senior management includes the chief executive position, and those that report directly to the chief executive.)

	Never	Rarely	Sometimes	Often	Always
a. Adoption of new programs(e.g., DARE, or gun safety programs)?	A	B	C	D	E
b. Adoption of new personnel policies (e.g., dress codes)?	A	B	C	D	E
c. Creating a new specialized unit (e.g., a missing children's unit, or a drunk driving unit)?	A	B	C	D	E
d. Establishing the content and methods for training employees?	A	B	C	D	E
e. Selecting the type or brand of new equipment?	A	B	C	D	E
f. Selecting the suppliers of materials to be used?	A	B	C	D	E
g. Setting priorities about what criminal offenses the department should focus its resources on?	A	B	C	D	E
h. Setting priorities about what geographic areas in the community the department should focus its resources on?	A	B	C	D	E
i. Setting standards for measuring department performance?	A	B	C	D	E
j. Controlling the release of information to the media?	A	B	C	D	E

2. We are interested in knowing about the degree of authority granted to first-line supervisors in your agency. How much discretion does the typical first-line supervisor have in the following areas?

(First-line supervisors include those with direct responsibility for supervising front-line employees.)

	Total	Great	Some	Little	None
a. Establishing his or her unit's budget?	A	B	C	D	E
b. Determining how his or her unit's performance will be evaluated?	A	B	C	D	E
c. Hiring and firing personnel?	A	B	C	D	E
d. Personnel rewards (i.e., salary increases, promotions)?	A	B	C	D	E
e. Personnel discipline (i.e., suspensions, warnings)?	A	B	C	D	E
f. Purchasing of equipment and supplies?	A	B	C	D	E
g. Establishing a new project or program?	A	B	C	D	E
h. Altering shift schedules of front-line employees?	A	B	C	D	E
i. Authorize overtime for front-line employees?	A	B	C	D	E
j. Allocation of work among available workers?	A	B	C	D	E

3. We would like to understand the external factors that might affect the chief executive's decision-making authority. Below are eleven hypothetical decisions that the chief executive in your agency might make. Please circle the category indicating the degree of authority that the chief executive has to make each decision.

By chief executive, we mean the highest ranking official (civilian or sworn) employed within the police agency. Public Safety Directors or other authority figures in city government that are employed outside of the police organization should not be considered as the chief executive.

	No Authority	Little Authority	Some Authority	A Lot of Authority	Total Authority
a. The chief executive would like to appoint or replace personnel at the next lower rank (for example, Assistant or Deputy Chiefs).	A	B	C	D	E
b. The chief executive would like to redeploy patrol officers to different areas in the community as needed.	A	B	C	D	E
c. The chief executive would like to reassign sworn officers in desk positions to patrol duties.	A	B	C	D	E
d. The chief executive would like to award merit pay to outstanding employees.	A	B	C	D	E
e. The chief executive would like to civilianize some functions traditionally performed by sworn officers (for example, crime prevention, dispatching or crime analysis).	A	B	C	D	E
f. The chief executive would like to appoint or replace his/her personal assistant(s).	A	B	C	D	E
g. The chief executive would like to alter beat boundaries in response to changing workload patterns.	A	B	C	D	E
h. The chief executive would like to dismiss an officer with a poor disciplinary record.	A	B	C	D	E
i. The chief executive would like to create a new specialized unit to implement problem-solving and/or community-oriented policing.	A	B	C	D	E
j. The chief executive would like to replace the officer in charge of internal affairs investigations.	A	B	C	D	E
k. The chief executive would like to re-allocate budgetary resources from one bureau or department to another bureau or department.	A	B	C	D	E

4. We want to understand the extent to which your jurisdiction is divided into separate geographic commands, each with its own commanding officer in charge of a particular geographic area. Please circle the letter which best describes your agency.

- a. The jurisdiction is not divided into geographic command districts. The agency operates out of a single headquarters facility, and commanding officers do not have responsibility for particular geographic areas.
- b. The jurisdiction is divided into geographic command districts with a separate commanding officer for each district. These commanding officers work in the same central headquarters facility.
- c. The jurisdiction is divided into geographic districts with a separate commanding officer for each district. These commanding officers work in separate police stations or precincts.
- d. Other (please explain)

If you answer "A", please skip to Part III, otherwise, proceed to question 5.

	No	Somewhat	Yes
5. Do commanders for each area submit their own budget proposals?	A	B	C
6. Are commanders for each area free to alter budget allocations for various items?	A	B	C
7. Are commanders from each area allowed to alter patrol beat boundaries within their jurisdictions?	A	B	C
8. Are commanders from each area allowed to alter shift rotations within their precincts?	A	B	C
9. Are commanders from each area allowed to shift the number of officers assigned to different beats within their precincts?	A	B	C
10. Are commanding officers held accountable for crime rates in their jurisdictions?	A	B	C
11. How many commanders with responsibility for geographic areas does your agency employ, and what ranks do they hold? (Please estimate the number at each rank).			

Part III: Policies and Procedures

1. Please indicate whether your agency has written policy directives on the following.
(check the boxes which apply to your agency)

- | | |
|---|--|
| <input type="checkbox"/> Use of Deadly Force | <input type="checkbox"/> Sexual Harassment in the Workplace |
| <input type="checkbox"/> Discharge of Firearms | <input type="checkbox"/> Maximum Hours worked by Officers Per Week |
| <input type="checkbox"/> Handling the Mentally Ill | <input type="checkbox"/> Discretionary Arrest Power |
| <input type="checkbox"/> Handling the Homeless | <input type="checkbox"/> Smoking on Duty |
| <input type="checkbox"/> Handling Domestic Disturbances/Spousal Abuse | <input type="checkbox"/> Accepting Gratuities |
| <input type="checkbox"/> Handling Juveniles | <input type="checkbox"/> Use of Body Armor |
| <input type="checkbox"/> Pursuit Driving | <input type="checkbox"/> Dress Code |
| <input type="checkbox"/> Relationships with Private Security Firms
(Information Exchange/Processing of
Detainees and Arrestees, etc...) | <input type="checkbox"/> Grooming and Personal Hygiene |
| <input type="checkbox"/> Off-duty Employment of Sworn Personnel | <input type="checkbox"/> Hostage Situations |
| <input type="checkbox"/> Strip Searches | <input type="checkbox"/> Insubordination |
| <input type="checkbox"/> Code of Conduct | <input type="checkbox"/> Loose Wild Animals |
| <input type="checkbox"/> Use of Confidential Funds
(e.g., "Buy" Money for Drug Purchases) | <input type="checkbox"/> Meal and Rest Breaks |
| <input type="checkbox"/> Employee Counseling Assistance | <input type="checkbox"/> Press Releases, Speaking with Media,
Representatives |
| <input type="checkbox"/> Citizen Complaints | <input type="checkbox"/> Radio Operations |
| | <input type="checkbox"/> Use of Less-than-Lethal Force |
| | <input type="checkbox"/> Protection Mechanisms for Undercover Officers |

2. Please check the box for the most appropriate category in following questions:

a.) Are the SOP Manual(s) single spaced or double spaced?

- Nearly all double spaced
- Mostly double spaced
- About evenly mixed
- Mostly single spaced
- Nearly all single spaced

b.) Are the SOP Manual(s) printed on both sides of the page?

- Nearly all on one side
- Mostly on one side
- About evenly mixed
- Mostly on two sides
- Nearly all on two sides

3. We are interested in determining the extent to which your agency uses formal written policies. Please estimate the number of pages in your Standard Operating Procedures Manual(s).

We realize that many Standard Operating Procedure Manuals do not contain sequential page numbers. If you have difficulty estimating the number of pages, please estimate the thickness of the manual in inches.

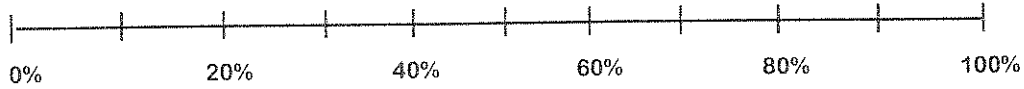
_____ Pages OR _____ inches

4. Are patrol officers required to keep a copy of their SOP Manual(s) with them in their patrol vehicles?

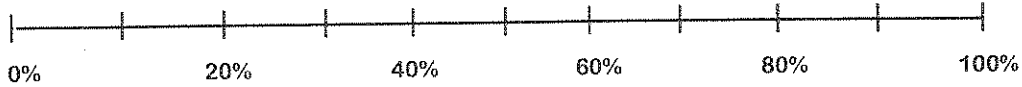
- Yes No

5. Please answer the following questions by placing an "X" in the appropriate location.

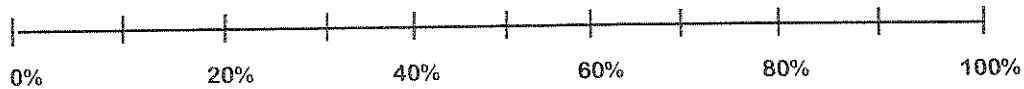
a.) Please estimate the proportion of patrol officers that keep their S.O.P. Manual(s) with them in their patrol vehicles.



b.) Please estimate the proportion of first-line supervisors who keep their SOP manual(s) with them in their patrol vehicles.



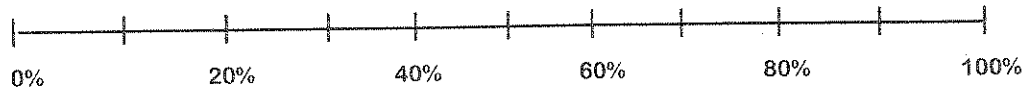
c.) Please estimate the proportion of patrol officers for which annual performance evaluations are conducted.



d.) What proportion of patrol supervisors would punish patrol officers for not having SOP manual(s) with them in their patrol vehicles?



e.) Please estimate the proportion of roll calls during which patrol officers are subjected to inspection of their uniforms and appearance.



Part IV. Personnel Assignments

1. Starting at the lowest level, please enter the name of each sworn rank level (including police officers), and enter the actual number of full-time sworn officers on the payroll during the pay period that included April 30, 1998.

Name of Rank	Actual # of Full-Time Sworn Officers
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____
11. _____	_____
12. _____	_____
13. _____	_____
14. _____	_____
15. _____	_____
TOTAL Actual Number of Full Time Sworn Officers	

2. Below are twenty-six functions often handled by police agencies. We would like to know about the units or bureaus in your agency that are primarily responsible for each of the functions listed below. Please make sure that you provide the name of the unit or bureau in your agency that is responsible for handling each of the functions listed below.

As you list the unit that performs each of the following functions, please check the box to ensure that you have accounted for each function.

- | | | |
|--|--|---|
| <input type="checkbox"/> A. Homicide | <input type="checkbox"/> I. Gang Education | <input type="checkbox"/> R. Juvenile Delinquency |
| <input type="checkbox"/> B. Rape | <input type="checkbox"/> J. Gang Enforcement | <input type="checkbox"/> S. Drug Education in Schools |
| <input type="checkbox"/> C. Robbery | <input type="checkbox"/> K. Organized Crime | <input type="checkbox"/> T. Community Policing |
| <input type="checkbox"/> D. Domestic Violence | <input type="checkbox"/> L. Career Criminals/ Repeat Offenders | <input type="checkbox"/> U. Neighborhood Watch |
| <input type="checkbox"/> E. Theft | <input type="checkbox"/> M. Narcotics | <input type="checkbox"/> V. Victim Assistance |
| <input type="checkbox"/> F. White Collar Crime | <input type="checkbox"/> N. Prostitution | <input type="checkbox"/> W. Environmental Crime |
| <input type="checkbox"/> G. Computer Crime | <input type="checkbox"/> O. Gambling | <input type="checkbox"/> X. Drunk Driving |
| <input type="checkbox"/> H. Forgery | <input type="checkbox"/> P. Child Abuse | <input type="checkbox"/> Y. Bias/Hate Crime |
| | <input type="checkbox"/> Q. Missing Children | <input type="checkbox"/> Z. Research and Planning |

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Name of Your Special Unit	Enter the Letters of the Functions Performed by This Unit	# Full Time Sworn Officers	# Full Time Civilian Employees
1. <i>Tice Unit</i>	<i>n, o</i>	<i>12</i>	<i>3</i>
2. <i>Youth Division</i>	<i>i, p, q, r, s</i>	<i>20</i>	<i>6</i>
3. <i>Gang Unit</i>	<i>j</i>	<i>6</i>	<i>1</i>

For questions 3 through 7, please enter the number of full time actual sworn and non-sworn personnel on the payroll as of April 30, 1998.

	# Sworn	# Non-sworn
3. Administration - Chief of police, assistants and other personnel who work in an administrative capacity. <i>(Include finance, personnel, and internal affairs).</i>	_____	_____
4. Field Operations - Police officers, detectives, inspectors, supervisors, and other personnel providing direct services. <ul style="list-style-type: none"> a. Patrol b. Investigations c. Other (Please specify below) _____ _____ _____	a.) _____ b.) _____ c.) _____ subtotal (sum of a to c)	a.) _____ b.) _____ c.) _____ subtotal (sum of a to c)
5. Technical Support - Dispatchers, records clerks, data processors, and other personnel providing support services. <i>Include communications, fleet management, and training.</i>	_____	_____
6. Jail & Court Operations - Correctional officers, guards, cooks, janitors, and other personnel who work in the jail. Bailiffs, security guards, process servers, and others working in court-related assignments.	_____	_____
7. Other - (Crossing guards, parking monitors, etc.) - Please specify: _____ _____ _____	_____	_____
8. Total actual full-time agency employees. <i>(Sum of questions 3 through 7)</i>	_____	_____

9. Total authorized full-time positions.	_____	_____
---	-------	-------

Part V: General Information

1. Enter the total number of police facilities in each of the following categories.

a. Fixed 24-hour police stations staffed primarily by sworn officers (include headquarters, precinct houses, police stations, etc....). _____

b. Fixed part-time police service facilities staffed by at least one sworn police officer for a minimum of eight hours per day (include mini-stations, kobans, police posts, storefronts, community centers, etc....). _____

2. Are police officers selected under a civil service system? Yes No

a. If yes, at what level of government is the civil service system located? City/Local County State

3. Are police officers promoted to the next level under a civil service system? Yes No

4. What is the highest rank-level one can be promoted to under civil service? _____

5. What was the first year that your department instituted paid full-time 24-hour police service? _____

6. The following question is intended to provide information about how your jurisdiction is divided into beats for the provision of patrol services. We are asking for the number of patrol beats you divide the jurisdiction into regardless of the mode of patrol (foot beats, horse, automobile, motorcycle, bicycle, etc....).

We realize there may be overlap across shifts so please indicate the number of patrol beats that best characterize your normal shift staffing patterns.

	Day	Evening	Night
a. Number of geographic patrol beats on a typical Wednesday.	_____	_____	_____
b. Number of geographic patrol beats on a typical Saturday.	_____	_____	_____

7. Please answer the following questions about patrol car staffing:

	Day	Evening	Night
a. Number of patrol cars assigned on a typical Wednesday.	_____	_____	_____
b. Number of patrol cars assigned on a typical Saturday	_____	_____	_____

	# Sworn	# Non Sworn
8. Please estimate the number of full-time civilian and sworn personnel assigned to the unit that performs internal affairs investigations.	_____	_____
9. To whom does the head of the internal affairs unit directly report?	_____	

10. Which sworn rank routinely provides first-line supervision in your agency for:

a.) Patrol Officers? _____

b.) Detectives? _____

11. Please estimate the number of full-time civilian employees in your agency that serve as supervisors or administrators (in charge of other personnel).

12. Are there any conditions under which a non-sworn employee would routinely have direct command authority over a sworn employee (not including a non-sworn chief executive like a Commissioner or Superintendent)?

No Yes (If yes, please explain)

13. Which of the following citizen complaint review procedures best describes what your department does. (please circle the appropriate letter)

- a. Internal Review –conducts investigation and reaches conclusions through internal processes.
- b. Citizen Oversight –conducts investigations internally, but its overall work is reviewed by an external citizens’ panel for recommendations.
- c. Internal Review with Citizen Oversight –involves an internal process, with external reviews of both general internal investigative processes and of specific cases as desired.
- d. Citizen Review –conducts investigation and reaches conclusions through external processes.
- e. Other (please explain) _____

14. What is your agency’s base annual salary for the following full time positions?

(If a position does not exist in your department, write “N/A” instead of a dollar amount.)

	Minimum	Maximum
a. Chief of police or sheriff		
b. Sergeant or equivalent first-line supervisor		
c. Entry level officer (post-academy)		

15. Has your agency received any financial assistance from local, state, or federal agencies to create a new gang unit or assist an existing gang unit.

- a. No
- b. Yes, to create a new gang unit
- c. Yes, to assist an existing gang unit
- d. Yes, both b & c

Part VI: Selection and Retention of the Police Chief Executive

This question refers to the highest ranking official that is employed within the police agency. Agencies employing a non-sworn Superintendent or Commissioner should provide responses based on this position. Agencies governed by an external entity outside the police agency (such as some Public Safety Directors) should provide a response based on the highest ranking employee *within* the agency.

1. When answering the following two questions, please do not include "acting" chiefs unless they held office for one year or longer.

a. How many different police chief executives have held office since January 1, 1970? _____

b. Of the chief executives listed in the previous question, how many have been terminated? _____

2. How long has the current chief executive been in office? _____ Years _____ Months

3. Is the police chief executive's position protected under civil service rules?

- No
- Yes, within a fixed term
- Yes, indefinitely
- Other

4. If the chief executive is removed from office, is the agency required or permitted to retain him or her at a lower rank?
(please circle the appropriate letter)

- a. No, the agency is not required or permitted to retain the chief at a lower rank.
- b. No, the agency is not required to retain the chief, but is permitted to retain the chief at a lower rank.
- c. Yes, the agency is required to retain the chief at a lower rank.

Returning the Survey

We would like to thank you for taking the time to fill out this survey. Following the completion of our data collection, we will make the results of our analysis available to you through our web site and a report that will be distributed to all respondents.

We would like to maintain contact information for our records. This information is for internal record keeping processes. It will not be released and will be discarded at the completion of the project. Please include a business card with the completed survey if you have one. We welcome your comments and suggestions regarding this survey and we encourage you to provide us with your feedback. You will find the contact information and comments input box on the next page.

Should you have any questions, please call our research office at 402-554-3945.
Our e mail address is Police@FA-CPACS.UNOMAHA.EDU.

