

A STUDY OF MICHIGAN POLICE CHIEFS'
AND SHERIFFS' PREFERENCES FOR
THE CONTENT AND USES OF SELECTED ITEMS OF
ADMINISTRATIVE DATA

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ABSTRACT

A STUDY OF MICHIGAN POLICE CHIEFS' AND SHERIFFS' PREFERENCES FOR THE CONTENT AND USES OF SELECTED ITEMS OF ADMINISTRATIVE DATA

by

John Kinney Longstreth

This study consists of an investigation into the types of information items which Michigan police chiefs and sheriffs most prefer about other law enforcement agencies, and into the degree of consensus which chiefs and sheriffs, in selected categories of department size, hold regarding their use of the data. Its purpose is to determine whether there are significant differences in the use of the data by departments of the various sizes.

There has been some occasional comment made by small-town police chiefs to the author that less legal emphasis is placed upon the smallest-sized police and sheriff agencies, and that in some ways, their needs are different than the needs of the administrators of larger departments.

In an approach to answering this question, this study is designed to determine whether there are significant differences in the ways that chiefs and sheriffs, when grouped in selected categories of department size, view the use of the data, and how much they "agree among themselves" regarding the various uses.

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To measure these views of the data usage, a questionnaire was developed and sent to the chief of every police and sheriffs' agency which was sent a copy of an administrative directory in 1968. The questionnaire content was developed, in part, from the content of that 1968 directory.

The hypothesis used in this study as the measure of the research was, in general, that chiefs of smaller agencies hold less consensus, as a group, regarding the use of police administrative data, than chiefs of larger departments. (Throughout this study, the term "chief" includes sheriffs as well as police chiefs.)

The study indicates that the hypothesis holds true. There does tend to be less consensus among smaller department chiefs regarding their use of data. Also, there are significant differences between the various categories of chiefs, in their perceived uses of the data.

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A THESIS

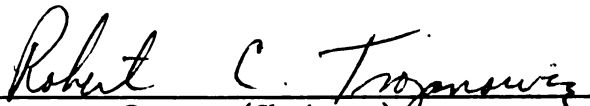
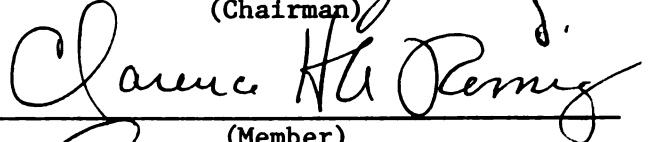
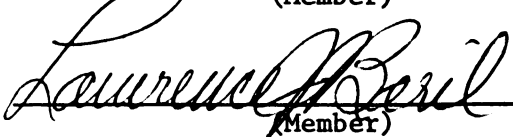
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CHAPTER I

INTRODUCTION

Within the broad spectrum of law enforcement, the fields of prosecution, courts, corrections, probation and parole, the juvenile services have a much longer tradition of research than the police field. Research bases are, as a result, more firmly established in these "other-than-police" fields. In noting this situation, Bruce Olson writes:

Oddly enough, a nation which for years has embraced an anti-police state ideology finds itself in the position of knowing very little about the nature and extent of the use of its local police power. In some states, for example, no one knows how many police officers are employed in local government, or for that matter, which local governments do - and do not - provide police services.

Against this data vacuum, a deep-seated national apprehension about the "crime problem" often reaches an anxiety level: politicians campaign on law enforcement issues, the police report ever-increasing restraints on their activities, grocery trade associations train their members in the use of firearms, billions of dollars are spent for social programs which are designed to reduce criminality, entire police forces threaten to strike, yet we seem to continually be plagued by the absence of reliable data with which we can evaluate current programs and plan future improvements.¹

Two types of data can be categorized as being a part of the data vacuum - "hard data," and "soft data." "Hard data" refers to what might be called "facts." It appears often in the form of statistics

¹Bruce T. Olson, Patterns of American Law Enforcement: Research by Questionnaire (East Lansing, Michigan: Institute for Community Development and Services, Michigan State University, 1968) Author's Preface.

or statements which would normally not be open to dispute. "Soft data" refers to attitudes, opinions, and perceptions. Hard data must exist before soft data can be meaningfully developed, compiled, and interpreted. For example, an original census of the population (hard data) must be made before theories of population, or population projections can be developed. Likewise, a legislator can not meaningfully expound upon the social implications of welfare-payment reform (soft data) unless he knows the current fiscal amounts of welfare payments and some characteristics of the welfare recipients (hard data).

Hard data - or "base-line" data, as it is sometimes called - is equally important for studying police systems, or general crime situation, or any field of human activity. The police researcher, for example, must know how many police officers in the state are employed in departments of a given size category before he can fully determine the implications of proposed legislation which would require training of all officers in departments of the appropriate size.

As indicated above, the absence of reliable data about the police is a significant problem. The writer, in the course of research for this study, learned that the Law Enforcement Assistance Administration of the United States Department of Justice has conducted an unpublished study which was administered through the fifty state criminal justice planning agencies, in which it can account for 14,000 police agencies with two or more officers.² When the writer inquired about the

²Telephone conversation with Mr. Peter Silvain, L.E.A.A., Washington, D. C., May 24, 1971.

comparison of this figure with the statement of the President's Crime Commission in 1968 that there are approximately 40,000 police agencies in the United States,³ the LEAA said it could not account for the discrepancy. These figures represent a discrepancy of major magnitude.

BACKGROUND OF THE STUDY

In a step toward alleviating the general dearth of police administrative data in Michigan, the Institute for Community Development and Services of Michigan State University was commissioned by the Michigan Commission on Crime, Delinquency, and Criminal Administration, in the fall of 1967, to compile and interpret extensive administrative information on Michigan's village, city, township and county police agencies. The main product of this "Michigan Law Enforcement Inventory" was a rather detailed compendium of information which was extracted from a twenty-two page, seventy-two item questionnaire. This compendium was primarily intended, however, for researchers and students of government and law enforcement, and was given very limited distribution. It was never widely publicized.

A by-product of the project, which was prepared for police chiefs or administrative officers, was entitled the Michigan Local Law Enforcement Directory, 1968.⁴ This volume lists 1,801 of the 1,857

³President's Commission on Law Enforcement and Administration of Justice, The Challenge of Crime in a Free Society, (Washington, D. C.: U. S. Government Printing Office, 1967), p. 91.

⁴Institute for Community Development and Services, Michigan State University, Michigan Local Law Enforcement Directory, 1968, (East Lansing, Michigan: Michigan State University, 1968).

county or local jurisdictions in Michigan (in 1968), which answered a "pre-listing" questionnaire; it reports whether each such jurisdiction financially supports a police or sheriff's department, and presents a total of twenty-five columns of selected data on (1) agency identification and address, (2) staffing data, (3) fiscal expenditures, and (4) governmental tax factors. A sample format of the Directory appears in this thesis as Appendix A.

Having the view that a field of "base-line" or hard data regarding the police is a mandatory need, the writer was surprised to hear (in the summer of 1969) a member of the staff of the Michigan Commission on Law Enforcement and Criminal Justice state: "There is no need for that (Directory) data--there is no demand for the books." This aroused the thought of the writer. Although the Commission did not sell a great number of the Directories after the initial complementary mailing was made, this fact does not necessarily mean that there is no need for this type of data.

A directory of this type, when imaginatively used, can have a number of helpful and very valid uses for police administrators, consultants, government officials, students and researchers. There may be some truth, however, to the aforementioned staff member's observations, that there has been "no demand," (or at least a limited demand) for the books by the intended consumers - the police chiefs of Michigan. From his work on the Inventory project, the writer recalls that only a minimum of work was done to determine the types of administrative data which chiefs and sheriffs themselves would most prefer in such a Directory.

(The items in the Directory were selected, for the most part, by members of the Institute for Community Development staff, assisted by the Crime Commission staff.)

The question can be raised, therefore, whether the perceived administrative data preferences of local police chiefs of departments of various sizes may differ. There is, indeed, the possibility that many chiefs do not recognize the diagnostic informational value of such a Directory. Perhaps many chiefs perceive these data as helpful to some police chiefs, but not to all chiefs.

Furthermore, the question arises, "Do Michigan's police chiefs speak in agreement as to which items of basic administrative data they prefer or reject?" If they agree on their basic administrative needs, then these needs (as they are perceived by the chiefs themselves) could be met in a single directory. If there is great diversity regarding the data items they feel most helpful, then the production of no relatively small desk reference book - or directory - could be widely accepted by the chiefs.

Each of these questions can be related to the two following pragmatic questions: (1) Which items in the Directory would local chiefs like to have included or excluded in a similar, future directory? (2) What uses do chiefs see for items listed in the Directory? Both of these questions should be of great interest to the student of police administration. Both should serve to assist in the development of more useful data for police chiefs.

One further comment should be made at this point. It was noted above that two general bodies of data were produced as a result of the Michigan Law Enforcement Inventory project: The unpublished general compendium of information for the researcher or advanced student of governmental or police systems, and the "Directory," intended specifically for local police chiefs and sheriffs. This latter publication was produced under the assumption that the local chiefs have a different point of perspective than researchers, and would have different needs and uses for data. Indeed, in the author's experience, he has participated in discussions wherein chiefs of police agencies stated they often felt they were "forgotten men." They, in some cases felt that general information which was available tended to be designed for the general researcher but was not useful in helping the local chief "run his department." These general statements, whether or not they are valid, do raise the question of whether or not the data needs of local police chiefs, as opposed to disciplined students and observers of police affairs, are being met.

PURPOSE AND IMPORTANCE OF THE STUDY

The purpose of this study will be twofold. The first purpose is to determine which selected items of information in the Michigan Local Law Enforcement Directory, 1968⁵ are preferred for retention or

⁵Ibid.

rejection in a future updated version of the Directory, by chiefs of police agencies (which are placed within selected categories based upon numbers of sworn officers per department). The second purpose is to determine the relative degrees of consensus with which police chiefs, within selected categories of department size, perceive the degree of usefulness of selected items listed in the Directory. It is around this second purpose that the major emphasis of this study is placed, and around which the hypothesis is developed.

This point of departure for the thesis begins with the view that the most basic form of hard data (which can serve as the source for the conduct of many broad areas of research as well as a basis for management decision-making) is the "directory" or compilation of primary "working facts" about individual organizational entities - in this case, police departments. The "Directory" holds the same basic position as does a listing of the enumeration of the population, with related facts about individuals, in the entire field of demography.

The importance of the study relates to two concerns. The first is that of the "need to know." The President's Commission on Law Enforcement and Administration of Justice reported in 1967 that "Of the many needs of law enforcement and the administration of justice... the greatest need is the need to know." Also, on the subject of crime, "There is probably no subject of comparable concern to which the Nation is devoting so many resources and so much effort with so little knowledge of what it is doing."⁶

⁶President's Commission, op. cit., p. 273.

This study would contribute by identifying selected information items which Michigan police chiefs and sheriffs state they want or do not want.

The second area of concern is that of determining whether the chiefs of various sizes of police departments (as defined by the number of sworn officers in the respective departments) view their information needs and usages with a "common eye" or whether there are significant differences in these information needs and uses. The writer has been unable to locate past research regarding the relative administrative qualities or characteristics of police chiefs when categorized by size of department, yet this is viewed as a valid field for research. When related to information needs, it is highly desirable to know whether a Directory is meeting the needs of small departments and large departments alike, or varies in degrees of usefulness. As a theoretical point, could it be possible that the general field of police management theory has devoted itself to larger police agencies, but excluded smaller agencies? That is a question much larger than this thesis will explore. Our concern here is limited to basic information needs of police departments of varying sizes.

OVERVIEW OF THE STUDY

The first chapter of this study concerns itself with describing the background events which "set the stage" for this work, discusses the limitation of the study to the exploration of basic "hard data" on individual police agencies, and gives the purposes of this study:

determination of chiefs' and sheriffs' preferences for data-items in Michigan Local Law Enforcement Directory, 1968,⁷ and determination of the degrees of consensus with which chiefs, grouped by department size, perceive the usefulness of the data.

Chapter two is a review of the items of basic hard data which are available to Michigan police agencies. A comparison of published information items is made concerning Michigan information as well as selected publications of nation-wide statistics on individual police departments.

Chapter three describes the methodology of the study, including a description of the categories of departments, a description of the measurement instrument and its implementation, and the method of analysis of the questionnaire results.

Chapter four is concerned with the examination of the hypothesis, the analysis of the data, the listing of the data items by degree of preference and perceived usefulness, and an examination of the present use of the 1968 "Directory."

Chapter five discusses the implications of the study results, presents significant findings, and reviews results.

⁷Institute for Community Development and Services, op. cit.

CHAPTER II

REVIEW OF THE LITERATURE

AVAILABILITY OF GENERAL ADMINISTRATIVE POLICE INFORMATION FOR MICHIGAN

The accessibility of "hard data" on individual police agencies in Michigan has been rather difficult for the police practitioner or the observer, for this study found only one publication with such information. In fact, a simple listing of all police and sheriff's departments in the state is believed to have been non-existent until the Michigan Law Enforcement Inventory was conducted in 1967 by the Institute for Community Development and Services at Michigan State University for the Michigan Commission on Crime, Delinquency, and Criminal Administration. This study was the most comprehensive ever conducted regarding Michigan police and sheriffs' agencies. In this research effort, which utilized questionnaires, information was received from 1,801 of the 1,857 governmental units in the state (at that time) which gave indication of whether each such unit supported a police agency with at least one paid part-time or full-time officer. Of these 1,801 respondents, 773 governments reported having a police agency and furnished information on their respective agencies.¹

¹Institute for Community Development and Services, Michigan Local Law Enforcement Directory, 1968 (East Lansing, Michigan: Michigan State University, 1968) p. 99.

This is a greater number of individual police departments than had been thought to exist. Col. Frederick Davids, former Director of the Michigan Department of State Police, stated that a total estimate of 600 agencies was commonly used.² Of the 773 agencies reported, 509 reported having at least one full-time officer, and the remaining 264 agencies had part-time officers only.

Undoubtedly part of the difficulty in listing and enumerating all police agencies in Michigan lies in the definition of a police agency. The Michigan State Police, which is by law the central repository of crime statistics for the state, maintains a list of "agencies of record," or agencies which submit any type of record (criminal or traffic record) to the Department Records Division, within any one year period.³ Under this system a number of agencies are excluded from the State Police listing because (1) they may submit their reports through another law enforcement agency, such as a village department whose officers are sworn by the county sheriff as well as by the village, and who submit their reports as deputy sheriffs rather than as village officers, or, (2) they may be small agencies which have a local policy of handling only local informal complaints, and who always call the State Police or the county sheriff to take official reports on any incidents requiring such reports.

²Personal interview with Col. Frederick E. Davids, Michigan State Police, East Lansing, Michigan, March 18, 1968.

³Personal interview with Capt. Glen Dafoe, Michigan State Police, East Lansing, Michigan, January, 1971.

In either case, these departments may not be listed by the State Police. Where the State Police discover, however, that an agency does exist, even though it reports through another agency, it does keep the originating agency listed. At present the Department of State Police lists approximately 515 "police departments of record."⁴

The items of information provided about each reported police and sheriff's agency in the Michigan Local Law Enforcement Directory, 1968⁵ include (1) name of the governmental jurisdiction; (2) the name of the head of the police agency; (3) the "common name" of the agency, such as sheriff's department, police department, or traffic department; (4) the post office and zip code; (5) the telephone area code and local number; (6) the population of the jurisdiction; (7) the number of full-time, part-time, and on-call officers by category; (8) the total number of officers (combined categories); (9) the ratio of full-time to part-time officers and part-time to on-call officers; (10) the number of full-time officers per 1,000 population; (11) the number of constables for the jurisdiction; (12) the role of the constables; (13) the total governmental budget for the fiscal year last ending before July 1, 1967; (14) the total police expenditures

⁴Personal interview with Mr. George Lipscomb, Data Processing Section, Michigan State Police, East Lansing, Michigan, June 9, 1971.

⁵Institute for Community Development, Ibid.

for the same fiscal year; (15) the percent of police costs to government costs; (16) police costs per capita; (17) police costs per full-time officer; (18) police costs per part-time officers; (19) state equalized valuation for the jurisdiction; (20) the state equalized valuation per full-time officers; and (21) the equivalent police tax rate in mills.

The Michigan Department of the Treasury, Local Audit Division compiles fiscal information yearly on each governmental unit in the state. In the annual financial report on county governments, the Treasury Department publishes for each county (1) the total governmental expenditure, (2) the total expenditure for public safety activities, (3) the salary of the sheriff, and (4) the salary of the prosecuting attorney.⁶

In the past, official fiscal audit reports submitted to the Department of the Treasury by local villages, cities, and townships, have not included a separate category for police services, therefore, no fiscal information regarding police services is available from that source. However, under Act No. 2 of the (Michigan) Public Acts of 1968, all municipalities of 2,000 population or greater will be required to submit fiscal information, including a separate listing of police expenditures, to the Department annually, beginning with

⁶State of Michigan, Michigan County Government Financial Report for the Year Ending December 31, 1969, (Lansing, Michigan: State of Michigan, 1970) pp. 16-18.

the fiscal year 1971-1972. All municipalities of less than 2,000 population will submit similar financial reports on a biennial basis.⁷ These sources of fiscal information will, without doubt, be helpful to interested students and administrators in the future.

The most recent Michigan County Government Financial Report which is available is that for the year ending December 31, 1969. It appears unlikely that the State of Michigan will publish a corresponding volume for the fiscal year ending December 31, 1970, due to the current "austerity budget" under which the State of Michigan is operating. The information for the volume has been compiled, however, and is available upon request.⁸

One further compilation of information applying to Michigan should be mentioned here, although the results of the compilation are not published for general distribution. Each year, the Michigan Sheriffs' Association assembles general information from its membership regarding the various sheriffs' departments. One hundred percent of the sheriffs in Michigan are members, therefore, information requests go to every sheriff. Although data are not published for distribution, specific requests for information on sheriff departments may be sent to the Association for response.⁹

⁷Telephonic interview with Mr. Emil Tahvonen, Deputy Director, Michigan Department of the Treasury, June 2, 1971.

⁸Ibid.

⁹Personal interview with Mr. Jack Foster, Executive Director, Michigan Sheriffs' Association, Lansing, Michigan, April 27, 1971.

These three sources comprise the general extent of base-line information which is prepared expressly about individual Michigan police and sheriffs agencies. There are, however, five additional publications, nation-wide in scope, which are designed to provide general information about individually-listed agencies. These will be discussed in the following section.

SELECTED SOURCES OF NATION-WIDE POLICE INFORMATION

This section will describe five publications, nation-wide in scope, which are regularly published to provide basic administrative data on individual police and sheriffs' agencies. Four of the five include data regarding some Michigan agencies, however all five are included here to assist in reviewing the types of information which have been included in what this study views as "directory information" or hard data on current, operating police and sheriff's agencies.

Following the description of each of these five publications, a comparison table will be presented to assist the reader in evaluating the types of data content which the various authors have included in their publications.

The first nation-wide directory to be discussed is published by the State and Provincial Police Division of the International Association of Chiefs of Police. The Comparative Data Report, 1970¹⁰

¹⁰International Association of Chiefs of Police, Comparative Data Report, 1970, (Washington, D. C.: I.A.C.P., 1970).

includes the most comprehensive data format of all publications reviewed under this study, although it reports only on the forty-nine state police and highway patrol organizations in the United States (Hawaii has no state police agency), as well as the two Canadian Provinces with provincial police agencies - Ontario and Manitoba. No information on city police or county sheriffs' agencies is given, nor does the International Association of Chiefs of Police (IACP) publish such information.

The Forward of the volume states that

In 1970 the International Association of Chiefs of Police celebrated its 77th Anniversary. In 1893, when the Association was formed, one of the most compelling reasons for its formation was the realization that a mutual exchange of information relative to police management and administration was essential. The IACP Constitution singled out the promotion of information-gathering and exchange as one of the chief purposes of the Association. The 1970 Comparative Data Report is an excellent example of our continuing dedication to this purpose.¹¹

In this statement, the Association strongly recognized the value and importance of information gathering and exchange.

The content of the data tables is grouped into four categories: Administration, Operations, Services, and Information Services. The scope of basic information provided in the volume for each state can be appreciated by reviewing the sub-categories of content.

¹¹Ibid, p. iii.

Under the section on "Administration," the volume gives data on highway safety legislation; organizational structure; budget; personnel; personnel selection criteria; job benefits; recruitment; state law enforcement planning agencies; police employee organizations; and a miscellaneous category which includes driver's license point data, anti-pollution law enforcement, and the policy toward officers from an outside state carrying firearms in the respondent's state.

Under the section on "Operation," information is reported on organizational functions; motor vehicles and equipment; driver licensing; aircraft types, usage and costs; training; field operations; and traffic statistics.

The "Services" section provides data on records; organizational services; manpower allocation; planning and research; inspections; crime laboratory facilities and services; internal affairs; intelligence units; narcotics and dangerous drug divisions; and youth divisions.

The section on "Information Systems" has sub-categories on internal directives; data processing; data types; and a miscellaneous category including types of management data programs, presence of and participation in regional information systems within the state and participation in national information systems.

A more detailed outline of data items for this publication, as well as other publications described below, will be found in Table 1, beginning on page 25.

The second of the five nation-wide publications being discussed here is the 1970 Survey of Municipal Police Departments which is conducted annually by the Kansas City, Missouri Police Department.¹² This survey, which was begun in 1951, emanated from a perceived need by the Department for working administrative data about other police agencies which served populations approximately the same as Kansas City. For this reason, the survey includes only police agencies which serve populations of 300,000 to 1,000,000 according to the latest United States Census. The Department originally needed base data to make a number of police workload and salary correlations with other agencies, because no similar data was available.¹³

In justifying the need and expense for compiling the body of information, Lt. Col. James Newman stated:

Not only do we use the data as a partial basis for numerous studies we conduct regarding police activities, we find that the other departments now find the data invaluable for their own research purposes. This is shown by the fact that we have consistently had 100% participation of the 37 police departments over the past few years.¹⁴

He further stated that he knows of no other source of similar information which has been developed which his department could utilize.

¹²Kansas City, Missouri Police Department, "1970 Survey of Municipal Police Departments" (lithographed chart, with notations, Kansas City, Missouri Police Department, 1970).

¹³Personal interview with Lt. Col. James Newman, Kansas City Police Department, Kansas City, Missouri, December 1, 1969.

¹⁴Ibid.

The Kansas City survey does not include any Michigan police agency, for no Michigan city falls within the population range of 300,000 to 1,000,000 (1960 United States Census).

The general classifications of data reported through this survey include population and square miles of coverage; budget data; numbers of employees; employee numbers per 1,000 inhabitants; salary figures by rank; compensation (to officers) for uniform and firearms cost; retirement and death benefits; sick leave and health care provisions; vehicle fleet numbers and maintenance arrangements; helicopter data; computer types and usages; numbers of patrol vehicles and officers on-duty by shift; number of traffic units by shift; compensation arrangements for court time and overtime; vacation benefits; educational requirements; college incentive pay; characteristics of promotional policy; and time-in-grade requirements for eligibility for promotion.

This survey presents the most comprehensive collection of data for municipal departments which this study finds to be available.

The third body of data is compiled by the International City Management Association. In its Municipal Yearbook, 1970,¹⁵ a compendium of a great variety of statistics and reports regarding municipal affairs, police statistics are included, with particular regard,

¹⁵International City Managers' Association, The Municipal Yearbook, 1970 (Washington, D. C.: I.C.M.A., 1970).

in the 1970 edition, to statistics regarding minority group employment by the police, and other data on police-community relations programs.

This publication, which was originated in 1951 presents police data only for cities over 10,000 population. Data is supplied predominantly by municipal officers and state municipal league directors.

This publication should be especially useful to the Michigan police community, for of the 974 cities with listed police information, 78 are from Michigan.

Two groups of data are presented in the volume; individual city data, and grouped data. The information items regarding individual city police agencies are: the name of the police chief; number of full-time uniform personnel per 1,000 population; number of civilian personnel per 1,000 population; hours worked per week; total number of employees; number of minority group members employed (both uniform and civilian); the percent of the population served by the jurisdiction which is non-white; the number of hours of police-community relations training; the number of total employees who had received police-community relations training; and the percent of the time (% of 24 hour day) during which at least one member of the police-community relations unit is on duty.

Grouped data about police departments (serving populations of 10,000 or more) includes police chiefs' salaries; total personnel salary payments; total personnel expenditures; longevity pay data; salary trends; police salary by rank; indications whether

police-community relations programs are at least partially supported by federal funds; listing of ranks of officers in charge of police-community relations functions if there is no special unit; and the time devoted to police-community relations by the individual responsible for the program.

The Forward of the Yearbook notes that emphasis upon a given area of interest may be made for one publication only. The point of emphasis for 1970 is that of police-community relations, hence similar data will not appear in Yearbooks of other years. Also noted was the statement that emphasis in previous years to subjects involving police activity was "The Police and Human Relations" in 1965; "Police Training for Crowd Control" in 1966; and "Police Preparedness for Civil Disorders" in 1969.¹⁶

The fourth publication listed here is the annual "Survey of Salaries and Working Conditions of the Police Departments in the United States," prepared and published by the Fraternal Order of Police.¹⁷ This publication lists approximately 1,500 police and sheriffs' agencies in the United States, grouped by population size category. These categories range from "Population over 1,000,000" to "Population under 10,000." Of the data sources being reported in this study, this publication concerns itself with the greatest number of agencies.

¹⁶Ibid., Forward.

¹⁷Fraternal Order of Police, "A Survey of 1967 Salaries and Working Conditions of the Police Departments in the United States," (lithographed charts, Fraternal Order of Police, Cincinnati, Ohio, 1967).

Data items reported are: salaries by rank; whether or not longevity pay is granted; number of officers on the department; standard work-week (hours); number of annual vacation days granted; whether or not overtime compensation is granted; number of paid holidays; annual clothing allowance; percent of hospitalization premiums which are paid by department; number of annual sick days; basis for determining pension payments; age required for pension; and the minimum years of service required for pension.

The fifth data source is the Uniform Crime Reports for 1969, entitled Crime in the United States.¹⁸ This publication, which is prepared annually by the Federal Bureau of Investigation, is well known for its presentation of grouped crime and arrest statistics for Part I Crimes: murder and non-negligent man-slaughter, forcible rape, robbery, aggravated assault, burglary, larceny over \$50, and auto theft. Additional data which are presented yearly, and which fall into the category of administrative base-line data for individual departments include the following items for state police and state highway patrol agencies; number of sworn officers, number of civilian employees, number of police officers killed, miles of primary highway per police officer; and state motor vehicle registrations per police officer.

¹⁸U. S. Federal Bureau of Investigation (Hoover), Crime in the United States, Uniform Crime Reports - 1969, (Washington, D. C.: Government Printing Office, 1970).

Items listed for individual city police agencies include the total number of police department employees, with a sub-category of the numbers of officers and civilian employees for cities of 25,000 population or greater; and a single statistic of number of police employees for cities under 25,000 population. This latter category includes a number of listings of departments with as small as one employee. The listings are not complete, however, for they exclude many agencies appearing in the Michigan Local Law Enforcement Directory 1968.¹⁹

Table 1 which appears below, presents the data items which are published for individual police agencies in the five publications described in this chapter. This table is organized in four sections; administration, operations, services, and information systems. By the use of a matrix, each listed data item is correlated with each publication which presents the item.

It should be noted that a series of correlation marks for any one specific data item does not necessarily mean a duplication of data occurs, for the actual departments represented in the various publications will differ. The agencies reported in the IACP Comparative Data Report are state-level agencies only. The Kansas City survey represents only thirty-seven agencies. The array of agencies

¹⁹Institute for Community Development, Ibid.

listed in the other three publications is quite diverse. The table is presented to assist the reader in his review of the types of items which the various editors and compilers had deemed worthy of publication - as manifest by the fact the items actually are published. The table assists in an overview of the frequency with which individual items are repeated. A brief summary of content follows the table.

It should further be noted that in compiling the data items from the five sources, the author combined like-categories under a single heading where deemed appropriate. For example, when salary figures for eight separate full-time police personnel ranks were listed in the original document, these were combined into a single listing of "salary of full-time police personnel by rank." In similar form, a number of individual health insurance items were placed under the heading of "health plan benefit specifications."

In Table 1, an asterisk (*) by a correlation mark indicates that information is grouped rather than reported for individual agencies in the original document.

TABLE 1

TABLE OF ITEMS OF DATA REPORTED FOR INDIVIDUALLY LISTED POLICE
AGENCIES IN FIVE SELECTED DIRECTORY PUBLICATIONS

Column Key: 1 - IACP Comparative Data Report, 1970
 2 - Kansas City, Missouri Survey of Municipal Police
 Departments
 3 - Municipal Yearbook, 1970
 4 - Fraternal Order of Police Salary Survey, 1967
 5 - Federal Bureau of Investigation Uniform Crime
 Reports, 1969

Information Item	1	2	3	4	5
ADMINISTRATION					
Identity of department	x	x	x	x	x
Name of police chief	x		x		
Indication whether agency is part of a larger department	x				
Title of larger department	x				
Population of area served		x	x		
Percent of population served which is non-white			x		
Number of stations operated by the department	x	x			
Span of control for specified levels of personnel	x				
Does department have state-wide police authority?	x				

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Current annual budget	x	x	x		
Total budget per capita		x			
Coverage period of annual budget	x				
Total salary budget		x	x*		
Percent of budget expended for personnel	x	x	x*		
Percent of budget expended for janitor service		x			
Percent of budget expended for police transportation	x				
Capital outlay for police			x		
Total number of employees authorized	x	x			
Total present full-time officers	x	x	x	x	x
Total present part-time officers		x			
Total present full-time employees	x	x	x		x
Total present part-time employees		x			
Number of personnel in operational auxiliary force	x				
Number of minority group members employed			x		
Present strength of full-time police personnel by rank	x	x	x*		
Salary of police chief			x		
Salary of beginning patrolman			x		
Salary of full-time police personnel by rank	x	x		x	

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Present employees per square mile		x			
Authorized employees per 1,000 population		x	x		
Present employees per 1,000 population		x	x		
Normal work day	x				
Normal work week (hours)	x	x	x	x	
Is longevity pay in effect?			x*	x	
Holidays per year (number of)	x	x		x	
Vacation days earned per year (number of)	x	x			
Maximum sick leave per year		x		x	
Average number of sick days taken per officer per year	x				
Education requirements		x			
College incentive pay provisions		x			
Number of personnel separated from active duty	x				
Percent of manpower turnover	x				
Characteristics of promotional policy		x			
Number of police officers killed or injured in the line of duty	x				x*
Assaults on police officers					x*
Time expenditure percentages by function	x				
Amount of time expenditure in court	x				

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Method of court time compensation		x			
Method of overtime compensation		x			
Listing of personnel selection criteria	x				
Is overtime compensation paid?				x	
Resume of highway safety legislation status in state	x				
Amount of annual clothing allowance				x	
Uniform issuance conditions	x	x			
Firearm issuance conditions		x			
Health plan benefit specifications	x	x		x	
Pension provision	x	x		x	
Death benefit provisions		x			
Retirement contributions	x	x			
Retirement provisions		x			
Type of agency responsible for recruitment	x				
Number of applicants per year	x				
Title of state planning agency	x				
Organizational authority for SPA ^{**}	x				
Location of SPA within state government	x				

^{**} SPA is an abbreviation for State Planning Agency

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Number of members on SPA Advisory Board	x				
Number of personnel on state law enforcement planning agency staff	x				
Number of personnel on state planning agency staff	x				
Total planning grant from LEAA	x				
Method of making planning funds available to local jurisdictions	x				
Requirements for local jurisdictions to receive grants	x				
Are police-community relation's programs supported by federal funds?			x*		
Does department have an employee organization?	x				
Membership of employee organization	x				
OPERATIONS					
Listing of primary operational functions of department	x				
Number of patrol cars per shift		x			
Number of accident investigation cars per shift		x			
Regular areas of patrol (types of roads - U.S., interstate, etc.)	x				
Square miles of area served		x			
Number of vehicles in agency motor fleet	x	x			

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Motor fleet maintenance performed by whom?		x			
Operational cost per mile	x				
Number of accidents	x				
Does agency have vehicle air conditioning?	x				
Percent of fleet with police marking	x				
Listing of routine equipment for patrol vehicles	x				
Color of vehicle emergency lights	x				
Method of patrol shift (rotation) personnel assignment		x			
If shift is fixed, what is method for determining officer shift assignment?		x			
Number of offenses known to police					x
Total crime index					x
Vehicle replacement criteria	x				
Total vehicle miles	x				
Types of aircraft in police operations	x				
Types of helicopters in police operations		x			
Types of aircraft missions	x				
Number of aircraft (including helicopters)		x			
Time and cost of aircraft use		x			

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Deployment of aircraft		x			
Number and status of pilots	x				
Title of person responsible for training	x				
Rank of person responsible for police-community relations unit			x*		
Time devoted to police-community relations activity by person in charge of the program			x*		
Title of person to whom training director reports	x				
Training budget for current fiscal year	x				
Ranks included in training staff	x				
Listing of types of training conducted	x				
Listing of groups or ranks which receive training	x				
Department recruit training school is operated by: (name of organization)	x				
Recruit hours of training devoted to: classroom work	x				
Recruit hours of training devoted to: police-community relations			x		
Recruit hours of training devoted to: field training	x				
Length of time recruits assigned to field training officer	x				

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Percent of all sworn personnel who received police-community relations training			x		
Are training services and programs provided for other agencies by your department	x				
Does department have a formal system to determine training needs	x				
Number of beats per shift		x			
Number of men assigned to selected operational areas	x				
Does department have latent print examiners	x				
Does department have a central latent print examination unit	x				
Number of composite drawings by type used by department	x				
Type of field procedure manual used	x				
Is department responsible for criminal investigation in rural areas	x				
Is department criminal investigation authority equal to that of county sheriff	x				
Does agency assist local or municipal police upon request	x				
Organizational unit making dispositions of complaints regarding officer conduct	x				
Supervision ratio criteria	x	x			

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Listing of general traffic accidents and licensing statistics	x				
Listing of interstate agreements	x				
SERVICES					
Does department have centralized record system	x				
Number of personnel assigned to records unit	x				
Vehicle inspection records maintained by agency	x				
Vehicle insurance furnished by whom	x	x			
Types of records included in records division organizational structure	x				
Forms of identification which agency routinely keeps	x				
Listing of data reporting programs in which department participates	x				
Title of state/provincial agency responsible for collecting and processing accident data	x				
Does department operate civilian "courtesy" patrols	x				
Status of contract services for local agencies	x				
Does department conduct manpower allocation and deployment studies	x				
Types of manpower allocation and deployment studies	x				

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Does agency have a special planning and research unit or division within department	x				
Number of personnel assigned to planning and research	x				
Type of internal inspections	x	x			
Method of transmittal of internal inspection results	x				
Assistance to local police, by type	x				
Agency providing crime lab service, (police or other agency)	x				
Is contract crime lab work performed, for other agencies	x				
Types of crime laboratory services performed	x				
Annual case load of crime lab	x				
Mobil evidence technicians per shift, number of		x			
Number of crime lab personnel	x				
Does agency have organized internal affairs unit	x				
Number of personnel assigned to internal affairs	x				
Number of personnel assigned to police-community relations			x		
Does agency investigate complaints against other police agencies	x				
Intelligence unit, number of personnel	x				

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Narcotics and dangerous drug division, number of personnel	x				
Youth division: number of personnel	x				
Youth division: rank of commanding officer	x				
Police-community relations unit: per- cent of time an officer is on duty			x		
Does juvenile unit conduct all investigations involving juveniles	x				
Is police-community relations training mandated by the state			x		
Minimum driver licensing age	x				
Status of driver licensing legisla- tion in selected areas of concern	x				
Age at which offender is considered an adult	x				
INFORMATION SYSTEMS					
Internal directive system: classifi- cation of directives	x				
Internal directive system: distri- bution of general orders	x				
Data processing: computer model and type	x	x			
Date of computer installation		x			
Data processing: controlling agency	x	x			
Is computer totally for police use or is it shared		x			

TABLE 1 (Continued)

Information Item	1	2	3	4	5
Data processing personnel, number of	x	x			
Listing of data types by data processing unit	x	x			
Listing of national communications systems which agency utilizes	x				
Basic reporting area for computer purposes		x			
Is computer interfaced with other law enforcement agencies		x			

*Indicates grouped data is reported, rather than data for individual agencies.

In reviewing the 177 items listed in Table 1 only one item (other than the identity of the department) appears in all five publications: total of full-time officers. Two items appear in four of the sources: total full-time employees (officers and civilians combined) and the number of hours in the normal work week.

Seven items appear in three publications: current annual budget, present strength (number of employees) by rank, salaries of full-time personnel by rank, number of holidays per year, health plan benefit specifications, pension plan specifications, and the percent of the annual budget which is expended for personnel.

These categories show that data regarding personnel matters (personnel numbers, compensation and working hours) are the most common items reported. Budget figures are the next most common.

The diversity of category headings indicates a great splintering of items that appear once or more. This prevents a great deal of "pooling of information" in two or more publications in any given area of interest, and speaks to a need for a basic body of standardized information which could be compiled in various studies and data-collection efforts. Accurate cross-referencing of separate directory publications could then be made, and data combined when helpful. This should be considered a basic step in the development of disciplined, well-defined police administrative information systems.

CHAPTER III

METHODOLOGY

It has been noted in the previous chapters that this study begins with the position that a dearth of administrative information, available to police administrators and students of law enforcement, exists today in Michigan and throughout the United States. Such information is a basic part of any developing field of theory and practice - a position in which law enforcement exists today. As the need for base-data increases, it is incumbent upon police practitioners and students to develop basic data systems which will most effectively serve as a catalyst for further research.

The realistic definition of data needs on the part of both practitioner and student must be made. To date, this has not been done. As was observed in Table 1, the types of information which are compiled are generally quite diverse.

In approaching the determination of basic data needs, as an area of disciplined research, the question is raised whether the data needs of smaller police departments differ significantly from the data needs of larger departments. If there is a significant difference, then the developer of data should know his various "consumers." An error in sound data development would be made, for example, if a completed directory of police data were published which small departments found very useful, but which larger departments could not use. This forms the background for this thesis.

The purpose of the thesis, as stated in Chapter I, is two-fold. The first is to determine which selected items of information in the Michigan Local Law Enforcement Directory, 1968¹ are preferred for retention or rejection in a future directory. The second purpose is to determine the relative degrees of consensus with which police chiefs, within selected categories of department size, perceive the degree of usefulness of selected items of information, most of which were listed in the "Directory." It is around this second purpose that the major emphasis of this study is placed, and around which the hypothesis is developed.

STATEMENT OF HYPOTHESIS

The formation of the hypothesis is based upon the author's contacts over the past ten years with police officers, including his experience as a major participant in the 1968 Michigan Local Law Enforcement Inventory Project.

It is posited that police chiefs of larger police agencies are required to face and deal with a greater variety and complexity of administrative problems than chiefs of smaller departments, and that the larger department chiefs have acquired, through various means and experiences, a more common body of administrative methods

¹Institute for Community Development and Services, Michigan Local Law Enforcement Directory, 1968, (East Lansing, Michigan: Michigan State University, 1968).

and skills than comparative methods and skills shared by chiefs of smaller departments. Therefore it is hypothesized:

Chiefs of larger sized departments will evaluate the degree of usefulness of various selected items in the "Directory" with greater consensus than will chiefs of smaller sized departments.

A. Assumptions

1. It is assumed that chiefs of the various departments will know what types of data are most useful to them, in their local situations.
2. All municipal police agencies falling within any one selected category of population classification will have similar municipal and organizational benefits and constraints which affect the needs for administrative data, and the uses of such data.
3. All administrators of police agencies falling within any one selected category of population classification will have similar data needs and potential uses for data, as manifest through their common local situation.

DEFINITION OF THE POPULATION OF THE STUDY

The population of this study was established as the police chief (or his designated representative who was delegated to complete the instrument) of each of the 583 police agencies which were mailed

complementary copies of the 1968 "Directory" by the Michigan Commission on Crime, Delinquency, and Criminal Administration. Departments which were not mailed a "Directory" were excluded in order to ensure that only those departments which received a copy, and which, therefore, have had an opportunity to use it, would respond to this study. It was held that police agencies which had the opportunity in the past to use such an information source should have a more valid perspective for indicating data preferences and actual usages of the data.

These 583 police agencies represented agencies within the full spectrum of department size, as is outlined below.

DEFINITION OF GROUPS WITHIN THE POPULATION

It was determined that categories would be based upon the number of sworn officers in each department. There is no current information which could be located on the numbers of departments within specified categories of department size (based upon the number of officers per department). It is known that the number of officers within a department will often fluctuate during a given time period due to the addition or separation of officers.

Guidance was received from a distribution chart of the sizes of 583 departments included in the population of this study, which was compiled in the summer of 1967. The data, therefore, are four

years old. Table 2, presented below is extrapolated from data taken during the Law Enforcement Inventory.²

TABLE 2

DISTRIBUTION OF DEPARTMENTAL SIZE FOR
583 MICHIGAN POLICE AND SHERIFFS' AGENCIES

(COMPRISING THE THESIS POPULATION)

Compiled Summer, 1967

Size of Department	Number of Departments	Percentage of Total
All Part-Time (meaning no full-time officer)	125	21.44
Full-Time		
1 member	95	16.29
2-5 members	143	24.53
6-20 members	125	21.44
Over 20 members	<u>95</u>	<u>16.29</u>
TOTAL	583	100.00

Table 2 indicates that the greatest size category is the 2 to 5 member category, with 24.53% of the total, and the 6 to 20 category includes 125 departments, or 21.44%. In an effort to equalize these two categories, the deliniation was changed to classes of 2 to 3 and

²Bruce Olson, An Introduction to the Michigan Law Enforcement Inventory, (East Lansing, Michigan: Michigan State University, 1968) p. 25.

4 to 20 members, for purposes of this study. It was arbitrarily determined that the top limit of the 6 to 20 category should not be raised for equalization purposes.

The resulting department size categories for purposes of this study were established at:

- I. All part-time (meaning no full-time officer)
- II. 1 full-time member
- III. 2 to 3 full-time members
- IV. 4 to 20 full-time members
- V. Over 20 full-time members

DESCRIPTION OF THE MEASUREMENT INSTRUMENT

The questionnaire method of data compilation was determined to be the most feasible, due to the number of departments included in the population. In order to encourage the completion of a questionnaire by the greatest number of departments, the decision was made to mail the questionnaires to each present chief of the departments, but not to stipulate, in the instructions, that the chief himself complete the form. It was believed that if a chief wished to assign the form to a staff member for completion, there was a greater likelihood that form would be returned, than if the chief was asked not to reassign the form. In effect, then, the response should be considered a response from the department rather than from a chief. It is assumed that a department reflects the policies and views of the chief.

In order to accurately determine the proper size category of each responding department, a series of labeled check boxes was provided at the beginning of the questionnaire form. The respondent was asked to check the box which described the membership number of his agency.

The questionnaire was developed in three sections, each of which lends insight into the usage of the "Directory." The first section inquires whether the agency received a copy of the 1968 "Directory," and if so how recently the book has been used. Because it is known that each department receiving the questionnaire was mailed a copy of the "Directory" in 1968, this question serves as a check to determine how many agencies still have their "Directories," and to ascertain the degree of use.

The second section lists twenty-two items of selected data which were gathered from the 1968 "Directory" from questions which the author believes to be pertinent and useful for police agencies, stemming from consultation with faculty members of the School of Criminal Justice, Michigan State University. These selected items should not be construed as representing a complete format for a future directory. They are designed to be representative. The twenty-two selected items of data, with the corresponding number on the questionnaire, are:

1. Name of chief or sheriff
2. Business address and telephone number
3. Number of full-time officers

4. Number of part-time officers
5. Number of full-time officers per 1,000 population
6. 1970 U. S. Census population of all areas served by agency
7. Estimated PEAK population (the greatest number of people in the jurisdiction at any one time)
8. Total police expenditures during the past fiscal year
9. Percent of police expenditures, as a part of total government expenditures last year
10. Total number of marked and unmarked police sedans and station wagons used by the department
11. Number of patrol vehicles on-duty at 1 p.m. weekdays
12. Number of patrol officers normally on duty at 1 p.m. weekdays
13. Established patrol officer work week (hours) NOT counting overtime
14. Average patrol officer work week (hours) including overtime
15. Is this agency recognized as the ambulance service in the community
16. Is each individual officer or patrol team required to maintain a written log of activity while on duty
17. Has this agency ever had a patrol or beat distribution study
18. Does department keep a pin map or other map-based record of traffic accidents
19. Does department keep a pin map or other map-based record of major crimes in the jurisdiction
20. Location of the LEIN terminal serving the jurisdiction
21. Is the felony clearance rate* for the department calculated regularly? (*Ratio of felonies reported to felonies cleared by arrest.)

22. Do your patrol-level officers have an organization or association which participates in the setting of wages or working conditions

With each item in the second section, an example of the directory information item is given to assist the respondent in accurately understanding the item heading. On the same horizontal line, two check boxes, one marked "yes" and one marked "no," enabled the respondent to indicate for each item whether or not he would like the item included in the next directory.

In analyzing the results of this section a value of "1" was assigned each "yes" answer and a "2" value was assigned to each "no" answer. By tabulating the mean value for each of the twenty-two items, an array of items, listed in ascending order beginning with the lowest mean score (which was the most positive score), enabled a rank order listing of items by degree of grouped positive response.

The third section of the questionnaire was designed to speak to the hypothesis as stated in this study. In order to determine the degree of consensus with which police chiefs (or their designated representatives) view their use of the twenty-two information items listed in Section 2 of the questionnaire, a method of requiring a value-judgment regarding the use of the items was necessary.

In order to measure consensus of attitudes in a Ph.D. dissertation, Dr. Robert Anderson formed a rating scale device which

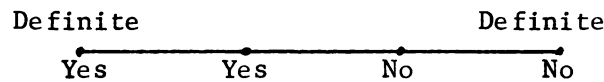
provided that means "by which to rate and measure the variation, or degree of consensus, which exists among members of an organization."³ The interpretations of results from the rating scale device are based upon the grand mean score, or overall mean score, and variance as a measure of consensus.

Anderson used a five point Likert scale as the basic response instrument. The center point on the scale enabled his respondents to give a "neutral" answer. In this study, the scale was reduced to four points to discourage a "neutral" response.

In this questionnaire section, two potential uses for each of the twenty-two data items were listed, and a four point Likert-type scale was presented for each potential use. This results in forty-four scales (two per directory item). Each scale enabled the respondent to indicate whether he would ever use the item for the potential use listed. He was instructed to mark an "X" on the point which indicated (beginning at the left of the scale) definite yes, yes, no, or definite no. He was specifically instructed on page two of the questionnaire to "Mark an 'X' on a dot at the appropriate end of the scale to show a definite yes or no. If you do not have a definite answer, mark one of the two center dots to indicate your best estimate of 'yes' or 'no'."

³Robert C. Anderson, "A Method and Instrument for Predicting the Consequences of Intra-Organizational Action" (unpublished Doctor's dissertation, Michigan State University, 1963), p. 2, as adapted from Neal Gross and others, Explorations in Role Analysis, (New York: John Wiley & Sons, 1958) Chapter 5.

Each scale appeared in this format:



In a final item of Section 3, the questionnaire asked the respondent to list other items (in addition to the twenty-two listed directory items) which he would like to have added to a future law enforcement directory.

IMPLEMENTATION OF THE MEASUREMENT INSTRUMENT

During the development of the questionnaire, two organizations were asked to participate in the questionnaire phase of the study to increase the legitimacy of the questionnaire for the questionnaire recipients. The Michigan Association of Chiefs of Police was asked to authorize the use of its name in connection with the questionnaire. It agreed to let its name be printed on the heading of the question form, and a letter from the President to accompany the form. Furthermore, it agreed to let the return envelopes mailed with the questionnaires to be imprinted with the name of the Association's secretary-treasurer. In similar form, the Michigan Sheriff's Association authorized a letter from the Executive Secretary to accompany each questionnaire, and each response from a sheriff to be returned to the organization's office. It did not approve the use of its name on the questionnaire form for sheriffs.

In both the mailings to chiefs and to sheriffs, no mention was made that the responses would be used for a thesis. The questionnaires appeared to be only for purposes of assisting in the development of a future directory. This latter purpose is legitimate, for in his employment with the Michigan State Police, the author does anticipate involvement in the development of an updated directory of Michigan police information.

On the questionnaires themselves, a "deadline date" of April 24, 1971 for the return of the form was given. This was included to add an "urgency incentive" for the recipients, thereby hopefully preventing some situations where the form would be laid down for "future completion," and forgotten. Also, the exterior of the 9" x 12" mailing envelope in which the questionnaire was sent to the respondents was stamped diagonally in red capital letters "IMMEDIATE ATTENTION - DATED MATERIAL."

The questionnaire final composition and printing was performed by the Printing and Mailing Section of the Michigan State Police, although the actual mailing of forms was done by the author.

The questionnaire forms, letters of endorsement, and pre-stamped return envelopes, were mailed on Saturday, April 17, 1971 from East Lansing, Michigan. Please see Appendix B for a copy of the letter and form sent to police chiefs, and Appendix C for the similar letter and form sent to sheriffs.

On Monday, April 26, 1971, a reminder letter was sent to all departments for which no response was received by April 23, 1971.

This letter stated the deadline had been extended to April 30, 1971, and encouraged all respondents who had not yet submitted their forms to do so. It also stated that if the recipient had misplaced his form, to notify the office (Michigan Association of Chiefs of Police or Michigan Sheriffs Association) immediately, and a form would be sent by special delivery mail. Eleven communications were received stating either that no form was ever received, or that the form had been discarded. Eleven special delivery forms were sent in response to the special requests. Please see Appendices D and E for reminder letters.

ANALYSIS OF THE QUESTIONNAIRE RESPONSE PATTERN

The total response of 363 usable responses is adequate for analysis. This is 62.3% of the total 583 questionnaires which were originally mailed. Table 3, which follows, indicates the number of responses which were received each day, between April 20, 1971, and May 11, 1971, inclusive, with an accumulative total column. Note the "swell" in responses received on May 3, 1971, which was, in part, a result of the reminder letter mailed to non-respondents on April 26, 1971.

Also note that 377 forms were received, 14 of which were not usable.

TABLE 3

RESPONSE PATTERN FOR LAW ENFORCEMENT DIRECTORY QUESTIONNAIRE,
BY DATE RESPONSE WAS RECEIVED BY MAIL

Date (Year 1971)	Number of Forms Received	Accumulative Total
April 20	32	32
21	69	101
22	63	164
23	30	194
26	31	225
27	19	244
28	13	257
29	10	267
30	26	293
May 3	44	337
4	22	359
5	10	369
6	3	372
7	1	373
10	2	375
11	2	377

Table 4, below, indicates the reasons for rejection of 14 forms, with the number rejected for each reason.

TABLE 4

NUMBER OF RETURNED QUESTIONNAIRE FORMS WHICH WERE REJECTED,
WITH REASONS FOR REJECTION

Reason for rejection	Number rejected
Form only partially completed	12
Form not completed - letter stated department no longer exists	1
Returned by Post Office, marked "Addressee Unknown"	<u>1</u>
TOTAL	14

Table 5 indicates the number of responses received, by size of department, with the percentage of the total for each item. No computation can be made on the percent of responses received from all incumbents within each category, for no current numbers of departments, by size, are available.

TABLE 5
NUMBER OF USABLE RESPONSES RECEIVED, WITH PERCENT OF TOTAL
INDICATED FOR EACH CATEGORY

Size of Department	Number of Responses Received	% of Total Responses Received
Part-time officers only	27	7.44
1 full-time officer	50	13.77
2-3 full-time officers	54	14.88
4-20 full time officers	147	40.50
Over 20 full-time officers	<u>85</u>	<u>23.42</u>
TOTAL	363	100.00

Examination of Table 5 indicates that the range of responses is 27 in the smallest category to 147 in the largest. These are deemed adequate for representing departments of each category in analysis procedures of this study.

ANALYSIS OF THE DATA

The reporting and analysis of the study data was performed basically in three stages, to correspond to the three sections of the questionnaire. The analysis of the third section will speak to the hypothesis.

The first section analysis consists of a simple count of total responses to indicate how many agencies stated they did receive a

"Directory" in 1968, and how many state the last time the Directories were used, by selected time increments.

The second section was analyzed by listing the twenty-two data items listed on the questionnaire, in rank order of preference for retention, beginning with the most preferred item. This is done by listing the items in ascending order of the mean score computed for each item. Also, a listing is given of the items which respondents stated they would like to have added to the next questionnaire. This is performed by the formation of a compiled list of responses, with a frequency count of duplicate responses.

The third section was analyzed by first counting the total number of responses for each of the two (2) Likert-scales, for each of the 22 data items for this section. The scale under each item which received the greatest total number of responses was selected for further analysis, and the other item (which received the fewer responses of the two items offered) was dropped. This technique insures a maximum response for each of the 22 directory headings, thereby increasing the validity of data for analysis; where the two items under a single directory heading received the same number of responses, one item was selected by a random method.

The 22 specific items selected for further analysis are presented in Table 6, with the total number of responses received for each.

TABLE 6

LISTING OF THE TWENTY-TWO ITEMS UNDER SECTION 3 OF THE QUESTIONNAIRE
 SELECTED FOR VARIANCE ANALYSIS, WITH NUMBER OF
 RESPONSES PER QUESTION

(Questionnaire column headings are shown for the
 two center columns)

Item No.	Directory Information Item	Would you ever use the item to...	Number of Responses
1.	Name of chief or sheriff	Assist in sending mail to a department whose chief you do not know	357
2.	Business address and telephone number	Assist in telephoning a distant department	355
3.	Number of full-time officers	Help locate depart- ments the same size as yours	359
4.	Number of part-time officers	Help determine the ratio of part-time to full- time officers in an agency	351
5.	Number of full-time officers per 1,000 population	Assist in comparing the citizen-officer ratio of your agency with other agencies	361
6.	1970 U. S. Census pop- ulation of all areas served by the agency	Help compare the number of people served by your agency and another agency	360

TABLE 6 (Continued)

Item No.	Directory Information Item	Would you ever use the item to...	Number of Responses
7.	Estimated PEAK population (the greatest number of people in the jurisdiction at any one time.)	Find the greatest number of non-residents an agency is responsible for at one time	351
8.	Total police expenditures during the past fiscal year	Assist in finding and comparing the expenditures of other departments which serve the same population size as your agency	359
9.	Percent of police expenditures, as a part of total governmental expenditures, last year	Help find whether your agency is getting "its share" of the local tax dollar	354
10.	Total number of marked and unmarked police sedans and station wagons used by the department	Assist in finding how many cars are used by other selected departments of your size	358
11.	Number of patrol vehicles on duty at 1 p.m. weekdays	Help you find the ratio of on-duty officers to census population for departments in your area	354
12.	Number of patrol officers normally on duty at 1 p.m. weekdays	Help find whether the number of on-duty cars per 1,000 population is related to day time crime rate	354
13.	Establish patrol officer work week (hours) not counting overtime	Help calculate the number of agencies in your region with more than a 40-hour basic work week	355

TABLE 6 (Continued)

Item No.	Directory Information Item	Would you ever use the item to...	Number of Responses
14.	Average patrol officer work week (hours) including overtime	Assist in calculating the actual average work week for all agencies in your region	356
15.	Is the agency recognized as the ambulance service in the community	Help find whether most agencies your size are recognized as providing this service	356
16.	Is each individual officer or patrol team required to maintain a written log of activity while on duty	Aid in finding out how other chiefs and sheriffs use the information on the logs	357
17.	Has this agency ever had a patrol or beat distribution study	Help find the sizes of agencies which have done this type of study	353
18.	Does department keep a pin map or other map based record of traffic accidents	Help make a list of agencies which could tell you how they use such a map	353
19.	Does department keep a pin map or other map based record of major crimes in the jurisdiction	Aid in building a system of placing your traffic patrols more effectively	355
20.	Location of the LEIN terminal serving the jurisdiction	Find the routing of LEIN messages to this agency	351

TABLE 6 (Continued)

Item No.	Directory Information Item	Would you ever use the item to...	Number of Responses
21.	Is the felony clearance rate for the department calculated regularly	Help you measure your agency's effectiveness with other agencies your size	355
22.	Do your patrol-level officers have an organization or association which participates in the setting of wages or working conditions	Compare pay scales of agencies with and without employee organizations	358

Following the selection of the above twenty-two items for analysis, the Likert-scales were given the four points on the scale beginning at the left. Because it was found that a few respondents placed "X" marks between fixed points, rather than on points, the values of 2, 4, and 6 were assigned to intermediate spaces beginning at the left of the scale. The following table illustrates the point values assigned to each Likert scale for purposes of computing mean and variance scores.

TABLE 7

POINT VALUES ASSIGNED TO LIKERT SCALES FOR PURPOSES OF
COMPUTING MEAN AND VARIANCE SCORES OF ITEMS OF
SECTION 3 OF THE QUESTIONNAIRE

Likert							
Scale:	Yes		Yes		No		No
Point	↑	↑	↑	↑	↑	↑	↑
Values	1	2	3	4	5	6	7
Assigned:							

In any case where an "x" was placed at any location other than on a dot of the scale, a 2, 4, or 6 value was assigned.

Following the assignment of weight values, mean scores were computed for each of the 22 directory items, for each of the five size categories of departments. This was a total of 110 calculations, which were performed on the Burroughs B-5500 computer at the headquarters of the Michigan State Police. From these calculations were simultaneously computed an overall mean score (of the 22 mean scores) for each of the five department size categories.

This formed a step toward the computation of variance for each item under each category, and an overall variance for each category. The computer program to determine variance was defective. Therefore, these variance calculations were done individually by the author, using a programmable electronic calculator.

The calculation of variance, which is the measure of consensus in this study, enabled the measure of internal consensus among the chiefs within each category, and a comparison of relative degrees of consensus among the five categories. At this point, the test of the hypothesis was conducted, as is described in Chapter IV.

One further statistical test was performed. The "F test" was performed on the ten combinations of two categories to determine whether the variance calculations among the categories (or among the perceptions of data uses among the chiefs within the separate categories) are significantly different. Values of F at the .05 level of confidence were found. These results are also reported in Chapter IV.

CHAPTER IV

ANALYSIS OF THE DATA

This chapter will present an analysis of the data that was collected on the questionnaire, beginning with the results of Section 3, which was computed to speak to the hypothesis. The hypothesis will be re-stated, and its acceptance or rejection will be determined. Also, the F-test, with the value at the .05 level of confidence will be presented to analyze whether the variance scores, compared among the five size categories, are significantly different.

Following this analysis, the chapter will analyze the mean and variance scores, by department size category, for the twenty-two directory items in Section 3.

Finally, the twenty-two directory items, as reported in Section 1, (in which chiefs answered "yes" or "no" regarding their preference for retaining or deleting the individual items in a future directory) will be listed in order of preference; and tabulation will be made of the current use of the 1968 "Directory."

EXAMINATION OF THE HYPOTHESIS

As was previously stated, an overall variance score for each department size category would be computed. A comparison of the variance scores among the categories would serve as the basis for evaluating the relative degrees of consensus among chiefs within each

category. The lower the variance score for any category, the greater the degree of consensus. Conversely, the higher the variance score, the less is the degree of consensus.

HYPOTHESIS

Chiefs of larger sized police departments will evaluate the degree of usefulness of various uses for items in the "Directory" with greater consensus than will the chiefs of smaller sized departments.

Table 8 presents the number of responses for each department size category, and the overall mean and variance scores for each category.

TABLE 8
NUMBER OF RESPONSES FOR EACH SIZE CATEGORY,
AND THE OVERALL MEAN AND OVERALL VARIANCE FOR EACH CATEGORY

Department Size	Number of Responses	Overall Mean	Overall Variance
All part-time officers	27	3.4105	3.7813
1 full-time officer	50	3.1809	4.3697
2-3 full-time officers	54	2.5705	3.7380
4-20 full-time officers	147	2.5964	3.1498
Over 20 full-time officers	85	2.9950	3.4280

Appendix F presents the mean and variance scores for each individual question, by category.

Table 9 presents the F score and value of F at the a.05 level of confidence for each of the ten department size category combinations.

TABLE 9

F SCORE AND F VALUE AT THE a.05 LEVEL OF CONFIDENCE

FOR EACH COMBINATION OF TWO DEPARTMENTS

(PT = part-time officers; FT = full-time officers)

Department Sizes	F Score	F Value at a.05 Level of Confidence
PT and 1 FT	1.16	1.80
PT and 2-3 FT	1.01	1.65
PT and 4-20 FT	1.20	1.46
PT and over 20 FT	1.10	1.55
1 FT and 2-3 FT	1.17	1.53
1 FT and 4-20 FT	1.39	1.50
1 FT and over 20 FT	1.27	1.43
2-3 FT and 4-20 FT	1.19	1.32
2-3 FT and over 20 FT	1.09	1.43
4-20 FT and over 20 FT	1.09	1.22

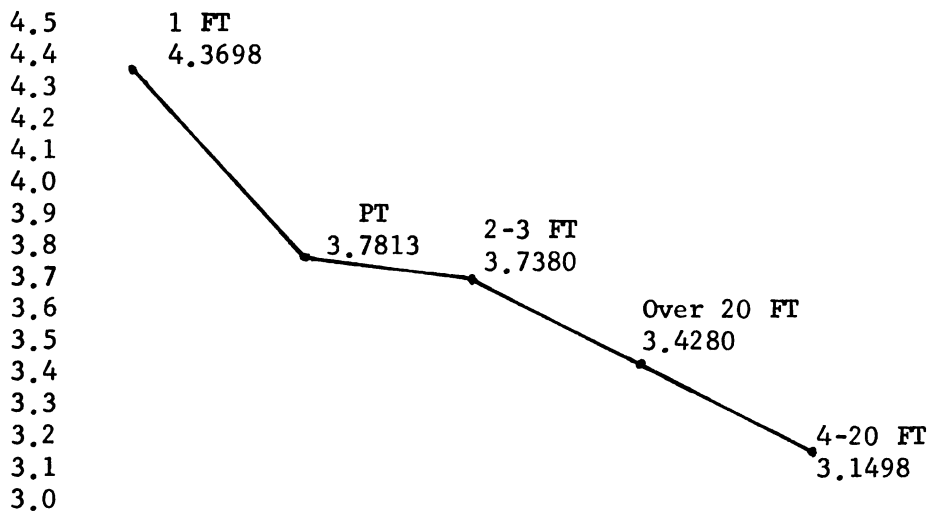
By using data in Table 8, a graph, identified as Chart 1, was plotted to illustrate the relationships of the five overall variance scores, when placed in descending order of score. The appropriate department size category names were then placed by the proper points on the graph.

CHART 1

GRAPH ILLUSTRATING THE RELATIVE POINTS OF OVERALL
VARIANCE, IN DESCENDING ORDER OF VARIANCE SCORE

(Indicators at each point identify department size category and variance score.)

Variance
Score



Analysis revealed that the two smallest categories, part-time officers and 1 full-time officer, occupied the two positions of least consensus. The median category, 2-3 full-time officers, occupied the

mid-point on the graph, and the two largest categories, 4-20 full-time officers and over 20 full-time officers occupied the two positions of greatest consensus. From this analysis, a trend was established which could speak to the hypothesis, provided the overall variance scores among the categories were significantly different, or represented unique characteristics with categories.

To test this, the F test, also known as the variance ratio test, was applied. See Table 9, which gives the F score and the value of F at the .05 level of confidence, for each combination of two categories. In each case, the value of F at the .05 level of confidence was found to be a higher score than the F score, indicating that each overall variance was significantly different from every other variance score. Therefore, the hypothesis was accepted.

ANALYSIS OF RESPONSES TO INDIVIDUAL QUESTIONS

This section will present the mean and variance scores for each of the twenty-two directory items, arrayed by each of the five department size categories. In comparing the mean scores for each item, it should be remembered that a lower score indicates a higher degree of usage would be made of the item (for the potential use listed). A lower variance score means a higher degree of agreement (or consensus among the chiefs on their answer regarding usage of the item). Note that a high consensus indication for any item does not necessarily mean a high degree of usage for the item.

Throughout this section, PT indicates departments with all part-time officers. FT indicates a number of full-time officers. The digits appearing before "FT" indicate the number of full-time officers per department within the category.

TABLE 10

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 1

ENTITLED "NAME OF CHIEF OR SHERIFF"

(Listed usage: Assist in sending mail to a department whose chief you do not know.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	1.44	1.86	1.22	1.26	1.10
VARIANCE	1.0255	2.8333	0.4025	0.6118	0.1857

Table 10 indicates that this would be widely used, and that there is generally high consensus among chiefs on the usefulness of this item. The least degree of consensus is among chiefs who have no other full-time officers working with them (1 FT officer category). Chiefs of departments over 20 men are most in agreement that the data item would definitely be used when sending mail.

TABLE 11

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 2

ENTITLED "BUSINESS ADDRESS AND TELEPHONE NUMBER"

(Listed usage: Assist in telephoning a distant department.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	1.59	1.53	1.23	1.26	1.19
VARIANCE	1.1738	1.4625	0.4136	0.6720	0.4452

Table 11 indicates a very high degree of acceptance, much closer to "definite yes" than "yes" on the scale. Consensus runs very high in all categories, particularly in the 2 to 3 man departments and larger.

TABLE 12

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 3

ENTITLED "NUMBER OF FULL-TIME OFFICERS"

(Listed usage: Help locate departments the same size as yours.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.15	2.84	2.22	2.12	2.15
VARIANCE	4.9000	4.9728	3.2327	2.4289	2.4215

Table 12 indicates positive acceptance for the use indicated. The lower consensus of the part-time category is logical, for

part-time departments, by definition, have no full-time officers, therefore this is not a useful item to them. There was far less consensus among the smaller departments than the larger.

TABLE 13

VARIANCE AND MEAN SCORES, BY SIZE OF DEPARTMENT FOR QUESTION 4

ENTITLED "NUMBER OF PART-TIME OFFICERS"

(Listed usage: Help determine the ratio of part-time to full-time officers in an agency.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.22	3.42	3.00	3.37	4.35
VARIANCE	4.7176	5.1597	8.2745	4.4487	4.3033

Table 13 indicates that all sizes of departments are not enthusiastic about the usage stated. All sizes range between "yes" and "no" points on the Likert scale. The largest size category gave a 4.35 score, which indicates more "no" than "yes" answers. A mean of 4.00 would be the "neutral" position.

The degree of consensus is not great. The 2 to 3 FT category is unusually undecided, as a body, about the listed usage.

TABLE 14

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 5

ENTITLED "NUMBER OF FULL-TIME OFFICERS PER 1,000 POPULATION"

(Listed usage: Assist in comparing the citizen-officer ratio of your agency with other agencies.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.74	3.26	2.13	2.08	1.93
VARIANCE	5.5838	4.6045	4.0783	2.4179	2.1635

Table 14 indicates a consistent pattern wherein the larger departments would use the item for the purposes indicated more readily than the smaller departments. Although all categories give a positive usage indication, the smaller department chiefs are less in agreement regarding its usage.

TABLE 15

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 6

ENTITLED "1970 U. S. CENSUS POPULATION OF ALL AREAS

SERVED BY THE AGENCY"

(Listed usage: Help compare the number of people served by your agency with another agency)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.00	2.52	1.68	1.86	1.90
VARIANCE	4.6152	4.0098	1.6836	1.9949	2.4487

Table 15 indicates that all mean response scores range on or between "definite yes" and "yes" on the continuum. This item and its listed usage is very popular. The PT and 1 FT chiefs are much less in agreement about their usage of the item than the chiefs of larger departments.

TABLE 16

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 7

ENTITLED "ESTIMATED PEAK POPULATION"

(Listed usage: Find the greatest number of non-residents an agency is responsible for at one time.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	4.15	3.36	2.73	2.90	3.11
VARIANCE	3.8951	5.1924	4.4831	4.0044	4.6269

Table 16 indicates the greatest popularity for this usage among chiefs of 2-3 and 4-20 FT agencies, with indicators between "definite yes" and "yes." Chiefs of 1 FT and 4-20 FT indicate between "neutral" and "no." Consensus among chiefs of any category is not great.

TABLE 17

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 8

ENTITLED "TOTAL POLICE EXPENDITURES DURING THE PAST FISCAL YEAR"

(Listed usage: Assist in finding and comparing expenditures of other departments which serve the same population size as your agency.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.52	2.61	2.08	1.93	2.40
VARIANCE	5.1053	4.1174	3.3665	2.1656	3.8342

Table 17 indicates general popularity for this usage, with the greatest popularity in the 4-20 FT category. The range of mean scores for this directory item ranged from the positive side of "yes" to a mid-point between "yes" and "neutral." The least amount of usage and consensus indicated was in the PT category.

TABLE 18

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 9
 ENTITLED "PERCENT OF POLICE EXPENDITURES AS A PART OF TOTAL
 GOVERNMENT EXPENDITURES LAST YEAR"

(Listed usage: Help find whether your agency is getting "its share"
 of the local tax dollar.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.74	3.06	2.37	2.41	3.01
VARIANCE	3.7376	4.3369	3.7584	3.2925	4.8413

Table 18 indicates responses in the general area of "yes" for all categories. The general degree of consensus within each category is not high.

TABLE 19

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 10
 ENTITLED "TOTAL NUMBER OF MARKED AND UNMARKED POLICE SEDANS AND
 STATION WAGONS USED BY THE DEPARTMENT"

(Listed usage: Assist in finding how many cars are used by other
 selected departments of your size.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.59	3.31	2.36	2.44	2.67
VARIANCE	3.0196	4.7585	3.5036	2.2483	3.2610

Table 19 indicates general usage would be made of this item, for all categories give a reading between "definite yes" and "yes." The most frequent usage would be made by the larger departments. There is a generally low degree of consensus among chiefs in each category.

TABLE 20

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 11

ENTITLED "NUMBER OF PATROL VEHICLES ON DUTY AT 1 P.M. WEEKDAYS"

(Listed usage: Help you find the ratio of on-duty officers to census population for departments in your area.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.96	3.78	3.26	3.23	3.93
VARIANCE	4.4213	4.7873	5.0827	4.0184	4.6695

Table 20 indicates a high degree of usage would be made of this item. All categories report answers between "definite yes" and "yes." Consensus among chiefs of all categories is quite low.

TABLE 21

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 12

ENTITLED "NUMBER OF PATROL OFFICERS NORMALLY ON DUTY

AT 1 P.M. WEEKDAYS"

(Listed usage: Help find whether the number of on-duty cars per 1,000 population is related to the day time crime rate.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	4.48	3.90	3.12	3.26	4.07
VARIANCE	2.6436	4.6633	4.0659	4.2224	4.1876

Table 21 indicates that the usage which would be given this item would be rather varied. The smallest and largest categories indicated more "no" than "yes" responses, as shown by their mean scores of over 4.00. The central three categories indicated more "yes" than "no" responses. The variance scores range from a relatively low score for part-time chiefs to much lower scores, indicating far less consensus, among chiefs of the four largest categories.

TABLE 22

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 13
 ENTITLED "ESTABLISHED PATROL OFFICER WORK WEEK
 (HOURS NOT COUNTING OVERTIME)"

(Listed usage: Help calculate the number of agencies in your region
 with more than a 40-hour basic work week.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.89	3.42	1.85	2.14	3.21
VARIANCE	3.4868	4.1669	2.5641	1.9808	3.9679

The greatest usage of this item would be by the 2-3 FT category, although all mean responses are between "definite yes" and "neutral." Variance ranges from a relatively low score in the 4-20 FT category to a high score in the 1 FT category. The pattern is irregular among the categories.

TABLE 23

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 14
 ENTITLED "AVERAGE PATROL OFFICER WORK WEEK (HOURS) INCLUDING OVERTIME"
 (Listed usage: Assist in calculating the actual average work week for
 all agencies in your region.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.96	3.35	2.23	2.23	3.18
VARIANCE	4.1136	4.4813	3.0045	2.6076	3.6377

Table 23 indicates positive usage responses in all categories. Mean responses range between "definite yes" and "neutral." Greatest usage would occur in the 2-3 FT and 4-20 FT categories, with the least usage in the PT category. Overall consensus is not great.

TABLE 24

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 15
 ENTITLED "IS THE AGENCY RECOGNIZED AS THE AMBULANCE SERVICE
 IN THE COMMUNITY?"

(Listed usage: Help find whether most agencies your size are
 recognized as providing this service.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.74	3.67	3.87	3.73	3.98
VARIANCE	4.3531	5.4745	4.5399	4.7317	4.5777

Table 24 shows that the mean scores for all categories are clustered between "yes" and "neutral" on the continuum. The consensus among chiefs within each category, however, is low, ranging from variance scores of 4.3531 to 4.7371.

TABLE 25

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 16

ENTITLED "IS EACH INDIVIDUAL OFFICER OR PATROL TEAM REQUIRED

TO MAINTAIN A WRITTEN LOG OF ACTIVITY WHILE ON DUTY?"

(Listed usage: Aid in finding out how other chiefs and sheriffs use the information on the logs.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	2.56	2.66	2.48	2.74	3.51
VARIANCE	3.4868	3.8208	3.8015	3.5487	4.4196

Table 25 indicates that each of the four smallest categories gave a mean response between "definite yes" and "yes," and the over 20 FT category gave a response between "yes" and "neutral." The consensus within each category was moderately low.

TABLE 26

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 17
 ENTITLED "HAS THIS AGENCY EVER HAD A PATROL OR
 BEAT DISTRIBUTION STUDY?"

(Listed Usage: Help find the sizes of agencies which have done this type of study.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	4.70	4.53	4.25	3.82	3.77
VARIANCE	4.2165	4.6293	4.1887	4.5904	4.0074

Table 26 indicates this item is relatively unpopular. The three smaller categories gave negative mean responses - between "neutral" and "no." The two larger categories gave mean responses between "yes" and "neutral." Agreement within each category was low, with a range of variance scores being 4.0074 to 4.6293.

TABLE 27

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 18

ENTITLED "DOES DEPARTMENT KEEP A PIN MAP OR OTHER

MAP-BASED RECORD OF TRAFFIC ACCIDENTS?"

(Listed usage: Help make a list of agencies which could tell you
how they use such a map.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.77	3.96	3.60	3.56	4.29
VARIANCE	3.5446	4.3812	4.0900	4.8018	3.7005

Table 27 indicates a range of mean responses generally clustered around the "neutral" point. The smallest four categories gave indicators on the positive side of "neutral," and the largest category gave a mean score on the negative side. Variance for each category indicated moderately low consensus.

TABLE 28

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 19

ENTITLED "DOES DEPARTMENT KEEP A PIN MAP OR OTHER

MAP-BASED RECORD OF MAJOR CRIMES IN THE JURISDICTION?"

(Listed usage: Aid in building a system of placing your traffic patrols more effectively.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.69	3.94	3.23	3.55	4.02
VARIANCE	3.8212	4.3152	5.0247	4.3905	3.8566

Table 28 indicates the four smallest categories gave mean responses on the positive side of "neutral," and the largest category gave a mean response slightly on the negative side of "neutral." In general, agencies are not enthusiastic about using this item for the listed usage. Variance scores indicate a range of moderately low consensus by the PT and over 20 FT categories, to very low consensus by the 2-3 FT category.

TABLE 29

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 20
 ENTITLED "LOCATION OF THE LEIN TERMINAL SERVING THE JURISDICTION"
 (Listed usage: Find the routing of LEIN messages to this agency.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	2.26	2.37	2.14	2.51	2.45
VARIANCE	3.1223	3.8622	3.5608	3.6517	3.5428

Table 29 indicates a favorable view toward the usage of this item, as listed. Mean responses from each category fall between the "definite yes" and "yes" points on the scale, with all responses being closer to "definite yes." The consensus among chiefs of each category was moderate.

TABLE 30

VARIANCE AND MEAN SCORES BY SIZE OF DEPARTMENT FOR QUESTION 21
 ENTITLED "IS THE FELONY CLEARANCE RATE FOR THE DEPARTMENT
 CALCULATED REGULARLY?"

(Listed usage: Help you measure your agency's effectiveness with other agencies your size.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.44	3.30	2.73	2.56	3.22
VARIANCE	3.4868	4.3367	4.5535	3.1429	3.8525

Table 30 indicates responses on the usefulness of this item cluster on both sides of the "yes" point. Greatest usefulness was indicated by the 4-20 FT and 2-3 FT categories. Consensus within categories ranged from moderate (3.1429) to low (4.5535).

TABLE 31

VARIANCE AND MEAN SCORE BY SIZE OF DEPARTMENT FOR QUESTION 22

ENTITLED "DO YOUR PATROL LEVEL OFFICERS HAVE AN
ORGANIZATION OR ASSOCIATION WHICH PARTICIPATES IN THE
SETTING OF WAGES OR WORKING CONDITIONS?"

(Listed usage: Compare pay scales of agencies with and without
employee organizations.)

	PT	1 FT	2-3 FT	4-20 FT	Over 20 FT
MEAN	3.44	3.33	2.77	2.16	2.45
VARIANCE	4.7176	5.7662	4.5631	2.3729	2.4644

Table 31 indicates this usage to be considered favorable by each category of respondents. Mean responses by the three largest categories are between "definite yes" and "yes." The mean responses of the two smallest categories fall between "yes" and "neutral." The consensus of respondents in the two largest sized categories was moderately high, while consensus of the three smallest sized categories was moderately low to very low.

LISTING OF DATA ITEMS BY DEGREE OF PREFERENCE FOR INCLUSION IN A
FUTURE DIRECTORY

Section 2 of the questionnaire gave each respondent an opportunity to indicate whether he would like each of the twenty-two directory items included in a future directory. A "yes" or "no" answer could be given. In analysis, a mean score was tabulated for each item, with a range of 1 to 2. A higher mean score indicates a greater number of "yes" answers, and a lower score indicates a greater number of "no" answers. Detailed methodology is presented in Chapter III.

Table 32 presents the twenty-two items, in descending order of preference for inclusion. The score is computed from all responses, without regard to department size category.

TABLE 32

LISTING OF DIRECTORY ITEMS, IN DESCENDING ORDER OF PREFERENCE
FOR RETENTION WITH MEAN SCORE FOR EACH ITEM

Overall Rank Order	Questionnaire Item Number	Directory Item	Mean Score
1	1	Name of chief or sheriff	1.01
2	2	Business address and telephone number	1.01
3	3	Number of full-time officers	1.07
4	6	1970 Census of population of all areas served by agency	1.10

TABLE 32 (Continued)

Overall Rank Order	Questionnaire Item Number	Directory Item	Mean Score
5	20	Location of the LEIN terminal serving the jurisdiction	1.12
6	10	Total number of marked and unmarked police sedans and station wagons used by the department	1.17
7	5	Number full-time officers per 1,000 population	1.18
8	8	Total police expenditures during the past fiscal year	1.20
9	4	Number of part-time officers	1.27
10	14	Average patrol officer work week (hours) including overtime	1.27
11	7	Estimated peak population	1.28
12	9	Percent of police expenditures, as a part of total government expenditures, last year	1.29
13	16	Is each individual officer or patrol team required to maintain a written log of activity while on duty?	1.30
14	22	Do your patrol level officers have an organization or association which participates in the setting of wages or working conditions	1.32
15	21	Is the felony clearance rate for the department calculated regularly	1.37

TABLE 32 (Continued)

Overall Rank Order	Questionnaire Item Number	Directory Item	Mean Score
16	11	Number of patrol vehicles on duty at 1 p.m. weekdays	1.42
17	12	Number of patrol officers normally on duty at 1 p.m. weekdays	1.43
18	18	Does the department keep a pin map or other map-based record of traffic accidents	1.46
19	13	Established patrol officer work week (hours) not counting over-time	1.47
20	15	Is this agency recognized as the ambulance service in the community	1.48
21	19	Does department keep a pin map or other map-based record of major crimes in the jurisdiction	1.54
22	17	Has this agency ever had a patrol or beat distribution study	1.65

The mean scores of the items in Table 32 indicate that the first twenty items had more "yes" than "no" answers. The final two items, with mean scores of over 1.50, received more "no" than "yes" answers.

EXAMINATION OF THE PRESENT USE OF THE 1968 DIRECTORY

Section one of the questionnaire was designed to enable each respondent to indicate whether he recalls receiving a copy of the

1968 "Directory." (The entire population of this study was mailed a copy of the "Directory" in 1968.) Secondly, if the respondent did receive a copy, he is asked to check a box indicating the category of his most recent use of the data source. Tables 33 and 34 report the results.

TABLE 33

NUMBER OF RESPONSES TO EACH SELECTION OF QUESTION ONE,

SECTION ONE OF THE STUDY QUESTIONNAIRE

(Question: Did you receive a copy of the 1968 Michigan Law Enforcement Directory?)

Selection	Number Indicating Selection
Yes	142
No	117
Do not know	<u>86</u>
	SUB-TOTAL 345
Number not responding	<u>18</u>
	TOTAL 363

TABLE 34

NUMBER OF RESPONSES TO EACH SELECTION OF QUESTION TWO,
SECTION ONE, OF THE QUESTIONNAIRE

(Question: If you did receive a copy, when was the last time you
used it?)

Selection	Number Indicating Selection
Within the last 6 months	100
1/2 to 1 year ago	27
1 to 2 years ago	8
2 to 3 years ago	2
Was not used	<u>23</u>
SUB-TOTAL	160
Number not responding	<u>203</u>
TOTAL	363

Analysis of Tables 33 and 34 reveals that 142 (or 41%) of the 345 respondents have knowledge of receiving a "Directory." It appears, therefore, that less than half of the original recipients placed enough value upon usage of the "Directory" to have kept it within the agency for three years.

There appears to be a discrepancy in the sub-total of 160 respondents in Table 34, (wherein they state the latest usage) as opposed to the number of 142 agencies which answered "yes" in

Table 33 (stating they originally received a "Directory"). It is possible that the 18 of the "overflow respondents" in Table 34 marked "was not used." In any case, Table 34 shows that 100 of the 160 respondents in Table 34 have used the data source in the past six months, and an additional 27 have used it within the past year.

The observation is made, therefore, that agencies tended to misplace or disregard the "Directory" after its arrival or else to keep it and use it relatively frequently.

SUMMARY OF CHAPTER IV

The central point of interest in Chapter IV was the examination of the hypothesis that chiefs of larger sized police departments will evaluate the degree of usefulness of various selected uses for items with greater consensus than will the chiefs of smaller sized departments. By plotting a graph in descending order of overall variance score, a trend was established which verified the hypothesis. The F test showed that a significant difference exists between each of the various categories, which verified the uniqueness of each category, and affirmed the ability of the measurement instrument to measure differences between categories.

The next section presented mean and variance scores for each individual question as listed in Section 3 of the questionnaire, and presented a brief analysis of the degree of acceptance of each

directory item. This analysis facilitates an understanding of the perceived usefulness of each item, by each department-size category of responses.

A listing of the proposed data items, in descending order of preference for inclusion in a future directory was listed. Analysis of the mean scores indicated only two of the twenty-two directory items received more negative than positive responses for future inclusion in a directory.

Finally, an analysis of the current usage of the 1968 "Directory" revealed that most chiefs do not recall having received a "Directory;" but that nearly all of the chiefs that say they did receive the publication have used it in the past year.

CHAPTER V

CONCLUSIONS AND IMPLICATIONS OF THE RESULTS

STRUCTURE OF THE STUDY

This study has been an investigation into the types of information items which Michigan police chiefs and sheriffs most prefer about other law enforcement agencies, and into the degree of consensus which chiefs in selected categories of department size hold regarding their use of the data. Insight can be gained into the nature of police chiefs' and sheriffs' administrative perceptions and skills by determining whether their perceived needs and qualities as groups, vary significantly as department size changes.

A questionnaire was developed and sent to 583 police chiefs and sheriffs, of which 363 (or 62.26%) returned usable answers. The form listed twenty-two selected representative items of information, and respondents rated which items they would prefer in a future source publication (or "directory"), and indicated whether they would use the individual items for selected uses which were listed on the questionnaire form. Answers for the latter questionnaire segment, were placed on a scale by respondents, which enabled the analysis process to produce mean and variance scores. Variance was accepted and used as the measure of consensus within department size categories.

SUMMARY OF THE HYPOTHESIS

In order to systematize the primary concern of the study (the determination of whether chiefs of varying sizes of departments have significant differences in their perceived uses of data), the following hypothesis was developed.

Hypothesis:

Chiefs of larger sized departments will evaluate the degree of usefulness of various selected uses for items in the "Directory" with greater consensus than will chiefs of smaller sized departments.

Analysis of the responses led to the acceptance of the hypothesis, and determined that a significant difference exists among the perceived data usages of chiefs in each size category.

SIGNIFICANT FINDINGS

It is apparent that police chiefs and sheriffs of departments of all sizes imply their acceptance of the concept of a police administrative directory for their local use. A grouped response which gave more negative than positive indications regarding a question's usage was rare. Likewise, twenty of the twenty-two listed directory items received more "yes" than "no" votes for inclusion in a future directory.

It is interesting that of the 160 agencies which recall receiving a "Directory" in 1968, 100 (or 62.5%) have used it within

the past six months. An additional 27 (or 16.9%) used it within the past year. The observation is made, therefore, that the publication continues to be used (three years after publication) by the agencies which have retained their copy.

Since this study has determined that significant differences do exist among the perceptions of chiefs in the separate categories, and that chiefs of smaller departments speak with less consensus than larger department chiefs, this question can be raised: Why is there significantly less consensus among the chiefs of smaller agencies? A theory under which the author developed the hypothesis was that larger police agency chiefs are required to face and deal with a greater variety and complexity of administrative problems than chiefs of smaller agencies, and that the larger department chiefs have acquired, through various means and experiences, a more common body of administrative skills and methods than those of the smaller departments. An alternate theory regarding the greater consensus of larger agency chiefs is that they may have greater police practical and administrative experience than chiefs of smaller departments. Other parameters may be more influential than these. Further research is needed to speak to the accuracy of this theory.

Finally, the reason for less consensus on the part of smaller agency chiefs could rest upon a theory that small chiefs tend to lack the administrative skills to best understand how the directory items could apply to their "small town" situation. If this is the case,

then provision for the means to provide administrative training for small agency chiefs and incentive to benefit from the training should be considered.

INDEPENDENT OBSERVATIONS

Although the author has attempted to use valid scientific methods in the conduct of this study, and attempted to remain objective in its implementation and evaluation, a subjective comment at this point may be of interest. As a result of numerous personal and official contacts with Michigan police chiefs who represent departments of all sizes, the author senses a degree of frustration on the part of chiefs of very small departments (generally the one to three-man departments) who feel that the field of police administration theory has virtually by-passed the smallest departments. They indicate, as a group, that there is almost no guidance they can get on "how to be an efficient chief" of a two or three-man department. They note that the Michigan Mandatory Training Act (Act 187, P.A. 1970) excludes training requirements for departments of two or less men. They indicate that they are placed in more dangerous and serious positions than officers in larger departments because "if one man is on duty by himself, there are no other officers to assist in making an arrest" or come to his immediate aid if a crisis develops. In another frame, they state that, as a rule, larger departments, but not smaller ones, are contacted when discussions on police regionalization are conducted.

A review of Table 2 reveals that 220 (or 37.7%) of the 583 departments composing the population of this thesis are agencies with part-time men only, or one full-time man. Although it is recognized that the most serious crime problems and the greatest concentration of crises in our society are centered in the larger cities, the point is raised here that if the situations pointed out by the small chiefs, as noted above, are true, then the field of police administration theory may need to place greater emphasis upon including the smallest departments in its areas of concern and study. If the role of the small department is valid, then that department should not be forgotten.

This study has shown that a significant difference exists between the perceived needs and views of chiefs of different-sized police departments. This appears to confirm the possibility that administrative data which is designed for larger city departments will not be as helpful to the small city and village departments. It is suggested that future development of information for police departments be performed with the awareness that there is more than one "audience" within the body of police chiefs and sheriffs. To ignore the part-time chief or the chief of the one-man department is to ignore 37% of the chiefs in the state. To ignore chiefs of five-man departments, or smaller, is to ignore 62% of the state's chiefs.¹

¹Extrapolated from Table 2 of this study.

LIMITATIONS OF THE STUDY

There are some definite limitations of this study which, in retrospect, would have increased the value of the project. First, a different category limit for the 2 to 3 full-time and the 4 to 20 full-time department size categories may have given a more uniform number of responses per category. Note that 40.5% of the total responses were from the 4 to 20 category.

Second, a rather short questionnaire mailing and reception period was established. Questionnaires were originally mailed on April 17, 1971, and due to computer scheduling, actual questionnaire reception was closed on May 11, 1971. A more detailed "follow-up" program would have enabled more questionnaire responses to be sought, resulting in a higher percent of response.

A further limitation is in the fact that no method was implemented to determine who actually completed the questionnaire in each individual case. Although the chief was asked to fill out the form, he may have had another person do so. The author has learned informally that the wife of a chief in a small mid-Michigan town completed the form for him. A number of such situations, if they did occur, would have weakened the validity of responses.

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APPENDIX A

SAMPLE OF THE DATA FORMAT PRESENTED IN THE
MICHIGAN LOCAL LAW ENFORCEMENT DIRECTORY, 1968

DIRECTORY OF LOCAL LAW

IDENTIFICATION DATA BY GOVERNMENTAL JURISDICTION										STAFFING DATA BY		
Government Jurisdiction (1)	Head of Police Agency (2)	Type of Department (3)	Postal Address	Zip Code (5)	Area Code (6)	Telephone Number (7)	Population		Number of Officers			
							(8)	(9)	Full Time (10)	Part Time (11)	On Call (12)	Total (13)
SHIAWASSEE (continued)												
7877 NEW HAVEN TWP							1229	1				0
7878 OMOSHO TWP							2989	1				0
7879 PERRY TWP							1270	1				0
7880 RUSH TWP							1315	1				0
7881 SCIOGA TWP							855	1				0
7882 SHIAWASSEE TWP							1415	1				0
7883 VENICE TWP							1493	1				0
7884 VERNON TWP							2304	1				0
7885 WOODHULL TWP							1444	1				0
TUSCULA												
7900 TUSCULA COUNTY	HUGH J. MARR	CNT SHERIFF	CARO	48723	517 673	3131	43305	1	14	4		18
7910 AKRON	L. W. PALSELL	MARSHAL	AKRON	48701	517 691	4971	503	1		1		1
7911 CARO	CLAYTON MONTEI CHIEF	POLICE DEPT	CARO	48723	517 673	2402	3534	1	4			4
7912 CASS CITY	CARL PALMATEEN CHIEF	POLICE DEPT	CASS CITY	48726	517 872	2250	1945	1	3			3
7913 FAIRGROVE	HENRY STONE	POLICE DEPT	FAIRGROVE	48733	517 693	9091	609	1		1		1
7914 GAGETOWN	WILLIAM D. RALLAGH	POLICE DEPT	GAGETOWN	48735	517 872	3243	376	1		1		1
7915 MAYVILLE	JOE GLAS BLONDE	MARSHAL	MAYVILLE	48744	517 843	4401	896	1	1			1
7917 MILLINGTON	ALLAN L. HUBB CHIEF	POLICE DEPT	MILLINGTON	48746	517 871	2702	1159	1	2	1		3
7918 REESE	WILLIAM R. PARSSON	POLICE DEPT	REESE	48757	517 868	4674	731	1	1	1		3
7920 VASSAR	BO-DOON M. CARTER CHIEF	POLICE DEPT	VASSAR	48768	517 823	2871	2680	1	4	2		6
7970 AKRON TWP							1448	1				0
7971 ALMER TWP							1963	1				0
7972 ARBELE TWP							1757	1				0
7973 COLUMBIA TWP							1039	1				0
7974 DAYTON TWP							1011	1				0
7975 DENMARK TWP							1610	1				0
7976 ELKLAND TWP							974	1				0
7977 ELLINGTON TWP							764	1				0
7978 FLYNN TWP							847	1				0
7979 FAIRGROVE TWP							1033	1				0
7980 FREMONT TWP							1034	1				0
7981 GILFORD TWP							1133	1				0
7982 INDIAN FIELDS TWP	GEORGE HATD	CONSTABLE					3363	1				0
7984 KINGSTON TWP							921	1				0
7985 KODJIN TWP							732	1				0
7986 MILLINGTON TWP							1685	1				0
7987 NOVISTA TWP							1010	1				0
7988 TUSCULA TWP	ALLAN RESCOAT	CONSTABLE	TUSCULA	48769			1652	1		1		1
7989 VASSAR TWP							1583	1				0
7990 WATERLOO TWP							1411	1				0
7991 WELLS TWP							805	1				0
7992 WISNER TWP							919	1				0
VAN BUREN												
8000 VAN BUREN COUNTY	WILLIAM E. STUMP	CNT SHERIFF	PANAMA	49079	616 657	3101	48395	1	25	4	29	58
8010 BANGOR	JOHN P. GETHMIST CHIEF	POLICE DEPT	BANGOR	49013	616 427	8525	2109	1	2	1		3
8011 BLOOMINGDALE	CLARE KENFMAN POLICE CHIEF	POLICE DEPT	BLOOMINGDALE	49026	616 521	3518	471	1		1		1

ENFORCEMENT IN MICHIGAN 1968

GOVERNMENTAL JURISDICTION				EXPENDITURES BY GOVERNMENTAL JURISDICTION						REVENUE FACTORS BY GOVERNMENTAL JURISDICTION			
Officer Ratios		Constables		Total Government Costs (20)	Total Police Costs (21)	Source ... (22)	Percent of Police Costs to Total (23)	Police Costs Per Capita (24)	Police Costs Per Full Time Officer (25)	State Equalized Valuation (S.E.V.) (26)	Full Time Officer (S.E.V. Per \$100,000) (28)	Equivalent Police Tax Rate in Mills (29)	Code Number (30)
Full Time Officers Per 1000 Population (14)	On Call (15)	Number Reported (16)	Role** (17)										

* See Appendix B for Source of Population Information ** See page 5 for role definition *** See Appendix A

**** Calculated only when there are no full time officers reported.

SHIAWASSEE (continued)

0	0.00	0.00	0.00	2	21394	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	2	37561	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	2	31244	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	4	451	0	2	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	2	16415	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	2	17220	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	2	48711	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	4	273708	0	1	0.00	0.00	0	0.00	0.00	7877
0	0.00	0.00	0.00	2	25543	0	1	0.00	0.00	0	0.00	0.00	7877

TUSCOLA

2	1.27	0.00	0.32	5	232110	54324	5	3.63	1.947	6023	99.714	0.604	7910
1	1.10	0.00	0.10	4	20541	494	1	3.45	1.785	898	0.00	0.820	7910
1	1.10	0.00	1.13	2	30669	30669	2	0.00	9.363	8272	28.003	2.954	7911
1	1.10	0.00	1.14	1	21522	21522	1	10.67	13.117	7207	22.175	3.250	7912
1	1.10	0.00	0.10	2	37574	37574	1	16.97	6.164	3754	0.00	2.511	7913
1	1.10	0.00	0.10	2	22121	22121	1	4.49	4.205	1581	0.00	1.003	7914
1	1.10	0.00	1.12	2	31660	31660	1	12.42	6.445	7567	23.389	3.235	7915
1	1.10	0.00	1.73	2	7567	7567	1	13.34	6.352	4049	12.748	3.797	7916
1	1.10	0.00	0.10	2	33242	33242	1	4.71	2.072	1473	0.00	0.613	7917
1	1.10	0.00	0.10	2	17765	17765	2	15.50	1.252	6869	22.245	3.088	7918
1	1.10	0.00	1.45	2	32335	32335	0	0.00	0.000	0	0.00	0.000	7919
1	1.10	0.00	0.10	4	43215	43215	0	0.00	0.000	0	0.00	0.000	7920
1	1.10	0.00	0.10	4	26492	26492	2	0.00	0.000	0	0.00	0.000	7921
1	1.10	0.00	0.10	2	12193	12193	2	0.00	0.000	0	0.00	0.000	7922
1	1.10	0.00	0.10	2	41926	41926	1	0.00	0.000	0	0.00	0.000	7923
1	1.10	0.00	0.10	2	35345	35345	1	0.00	0.000	0	0.00	0.000	7924
1	1.10	0.00	0.10	2	23172	23172	0	0.00	0.000	0	0.00	0.000	7925
1	1.10	0.00	0.10	2	42000	42000	0	0.00	0.000	0	0.00	0.000	7926
1	1.10	0.00	0.10	2	24719	24719	0	0.00	0.000	0	0.00	0.000	7927
1	1.10	0.00	0.10	2	34566	34566	0	0.00	0.000	0	0.00	0.000	7928
1	1.10	0.00	0.10	1	53628	53628	0	0.00	0.000	0	0.00	0.000	7929
1	1.10	0.00	0.10	1	15478	15478	0	0.00	0.000	0	0.00	0.000	7930
1	1.10	0.00	0.10	1	19341	19341	0	0.00	0.000	0	0.00	0.000	7931
1	1.10	0.00	0.10	4	34561	34561	0	0.00	0.000	0	0.00	0.000	7932
1	1.10	0.00	0.10	1	14591	14591	0	0.00	0.000	0	0.00	0.000	7933
1	1.10	0.00	0.10	1	44213	44213	0	0.00	0.000	0	0.00	0.000	7934
1	1.10	0.00	0.10	2	12367	12367	0	0.00	0.000	0	0.00	0.000	7935
1	1.10	0.00	0.10	3	41351	41351	0	0.00	0.000	0	0.00	0.000	7936
1	1.10	0.00	0.10	2	16277	16277	0	0.00	0.000	0	0.00	0.000	7937
1	1.10	0.00	0.10	1	22979	22979	0	0.00	0.000	0	0.00	0.000	7938

VAN BUREN

1	1.10	1.10	0.52	3	2364245	120452	3	5.10	2.493	4626	67.234	0.718	8010
1	1.10	0.00	0.95	1	192673	12764	1	4.64	6.052	6382	0.000	0.000	8011
1	1.10	0.00	0.10	1	25567	1252	1	4.59	2.658	0	0.000	1.300	8012

APPENDIX B

LETTER OF ENDORSEMENT AND QUESTIONNAIRE FORM
MAILED TO POLICE CHIEFS

MICHIGAN SHERIFFS ASSOCIATION

SUITE 838-40, MICHIGAN NATIONAL TOWER

LANSING, MICHIGAN 48933



April 9, 1971

Dear Sheriff:

Three years ago, the Institute for Community Development at Michigan State University (under contract to the Michigan Commission on Law Enforcement and Criminal Justice) produced the "1968 Michigan Local Law Enforcement Directory" which gave a listing of virtually every sheriffs and police department in the state, along with some personnel, population and budget figures for each department. Due to time limitations, however, department heads were not asked what items of information would help them most in such a book.

Consideration is being given to the publishing of an updated Directory, intended primarily for the use of sheriffs and police chiefs as a "desk reference book" of information on all sheriffs and police agencies in the state. This proposed book would include 1970 Census figures for each jurisdiction and would have other items of administrative information which you indicate you would want.

The enclosed questionnaire will enable you to indicate your preference. It includes some suggested items of information which may help you. In the form, please indicate which items of information (regarding each department in Michigan) which you do or do not want. Also, it will help in directory development if we know how you would use the information items; therefore, please answer all questions in the final section regardless of which items you mark in the first two sections.

Your prompt questionnaire return will assure that the planned directory will contain the kinds of information you, as a sheriff, want and need.

Sincerely,

A handwritten signature in cursive script that reads "Jack".

Jack P. Foster
Executive Secretary

**Michigan Association of Chiefs of Police Preliminary Questionnaire for 1971
LAW ENFORCEMENT ADMINISTRATIVE DIRECTORY**

This form consists of three sections which are designed to help determine the content of the proposed 1971 Michigan Law Enforcement Administrative Directory. Because this will be compiled for **your** use as a chief or sheriff, **you** are being asked to help determine the kinds of information which will be included in the directory. Please answer all questions. At the end of the questionnaire, write any additional items you would like to have included in the directory.

No individual answers you make on this form will be released. Only answers grouped by size of agency (the number of full-time and part-time officers) will be analyzed.

This form should be completed and returned NO LATER THAN APRIL 24.

For office use only: (1) _____
(2-5) — — — —
(6) _____

IMPORTANT: Check the box which describes your agency:

- (7) ☐ All part-time officers (No full-time) ☐ 1 full-time officer ☐ 2 to 3 full-time officers
☐ 4-20 full-time officers ☐ Over 20 full-time officers

SECTION 1 - REGARDING THE 1968 LAW ENFORCEMENT DIRECTORY

1. Did you (or your agency) receive a copy of the 1968 Michigan Law Enforcement Directory? (Manila-colored cover, published by the Michigan Commission on Law Enforcement and Criminal Justice).

- (8) ☐ Yes ☐ No ☐ Do not know

2. If you did receive a copy, when was the last time you used it?

- (9) ☐ Within the last 6 months ☐ ½ to 1 year ago ☐ 1 to 2 years ago ☐ 2 to 3 years ago ☐ Was not used

SECTION 2 - Law Enforcement Directory Questionnaire

EXAMPLE OF INFORMATION
GIVEN IN DIRECTORY

PLEASE CHECK
WHETHER YOU WOULD LIKE
EACH ITEM IN THE NEXT
DIRECTORY

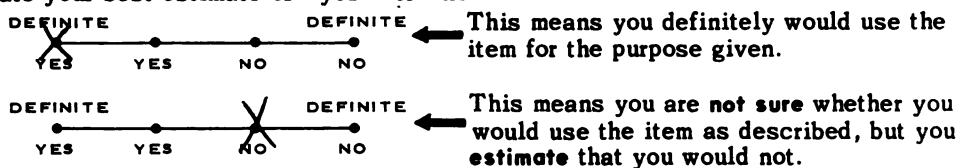
DIRECTORY INFORMATION ITEM

	Name of Agency	Winston Twp. Police	(Make ONE check on each line)
1	Name of chief or sheriff	J.R. Slate, Chief	(10) ☐ Yes ☐ No
2	Business address and telephone number	3617 Rolling Brook Rd. Winston, Michigan 48899 (517) 969-6969	(11) ☐ Yes ☐ No
3	Number of full-time officers	3	(12) ☐ Yes ☐ No
4	Number of part-time officers	2	(13) ☐ Yes ☐ No
5	Number of full-time officers per 1,000 population	0.5	(14) ☐ Yes ☐ No
6	1970 U.S. census population of all areas served by agency	6,319	(15) ☐ Yes ☐ No
7	Estimated PEAK population (the greatest number of people in the jurisdiction at any one time)	11,000	(16) ☐ Yes ☐ No
8	Total police expenditures during the past fiscal year	\$33,417.17	(17) ☐ Yes ☐ No
9	Percent of police expenditures, as a part of total government expenditures, last year.	10.1%	(18) ☐ Yes ☐ No
10	Total number of marked and unmarked police sedans & station wagons used by the department.	1	(19) ☐ Yes ☐ No
11	Number of patrol vehicles on-duty at 1 p.m. weekdays	1	(20) ☐ Yes ☐ No

	DIRECTORY INFORMATION ITEM ↓	EXAMPLE OF INFORMATION GIVEN IN DIRECTORY ↓	PLEASE CHECK WHETHER YOU WOULD LIKE EACH ITEM IN THE NEXT DIRECTORY ↓
12	Number of patrol officers normally on duty at 1 p.m. weekdays	1	(21) ☐ Yes ☐ No
13	Established patrol officer work week (hours) NOT counting overtime	40	(22) ☐ Yes ☐ No
14	Average patrol officer work week (hours) including overtime	42	(23) ☐ Yes ☐ No
15	Is this agency recognized as the ambulance service in the community?	Yes	(24) ☐ Yes ☐ No
16	Is each individual officer or patrol team required to maintain a written log of activity while on duty?	No	(25) ☐ Yes ☐ No
17	Has this agency ever had a patrol or beat distribution study?	No	(26) ☐ Yes ☐ No
18	Does department keep a pin map or other map-based record of traffic accidents?	Yes	(27) ☐ Yes ☐ No
19	Does department keep a pin map or other map-based record of major crimes in the jurisdiction?	No	(28) ☐ Yes ☐ No
20	Location of the LEIN terminal serving the jurisdiction	East Lansing State Police	(29) ☐ Yes ☐ No
21	Is the felony clearance rate* for the department calculated regularly? (*Ratio of felonies reported to felonies cleared by arrest)	Yes	(30) ☐ Yes ☐ No
22	Do your patrol-level officers have an organization or association which participates in the setting of wages or working conditions?	No	(31) ☐ Yes ☐ No

SECTION 3 – Law Enforcement Directory Questionnaire

NOTE: In developing a directory, it is a great help to know some of the ways the users (law enforcement officers, in this case) use the book. For each directory item below, two possible uses are given. Please indicate, for each use, whether you, as head of your agency, would ever use the item (under column A) to do what is indicated in columns B and C. Mark an "X" on a dot at the appropriate end of a scale to show a definite yes or no. If you do not have a definite answer, mark one of the two center dots to indicate your best estimate of "yes" or "no".

EXAMPLES:

	A DIRECTORY INFORMATION ITEM	B WOULD YOU EVER USE THE ITEM UNDER "A" TO ...	C WOULD YOU EVER USE THE ITEM UNDER "A" TO ...
1	Name of chief or sheriff	Assist in sending mail to a department whose chief you do not know? (32) DEFINITE DEFINITE YES YES NO NO	Assist in telephoning a chief whose name you do not know? (33) DEFINITE DEFINITE YES YES NO NO
2	Business address and telephone number	Assist in telephoning a distant department? (34) DEFINITE DEFINITE YES YES NO NO	Help call a small agency which does not have a phone directory listing? (35) DEFINITE DEFINITE YES YES NO NO
3	Number of full-time officers	Help locate departments the same size as yours? (36) DEFINITE DEFINITE YES YES NO NO	Determine whether a selected small department has any full-time officers? (37) DEFINITE DEFINITE YES YES NO NO
4	Number of part-time officers	Help determine the ratio of part-time to full-time officers in an agency? (38) DEFINITE DEFINITE YES YES NO NO	Find whether an agency has NO part-time officers? (39) DEFINITE DEFINITE YES YES NO NO

	DIRECTORY A INFORMATION ITEM	B WOULD YOU EVER USE THE ITEM UNDER "A" TO ...	C WOULD YOU EVER USE THE ITEM UNDER "A" TO ...
5	Number of full-time officers per 1,000 population	Assist in comparing the citizen-officer ratio of your agency with other agencies? (40) DEFINITE DEFINITE YES YES NO NO	Help you "prove" to the governing council or commission that you need more men? (41) DEFINITE DEFINITE YES YES NO NO
6	1970 U.S. Census population of all areas served by the agency	Help compare the number of people served by your agency and another agency? (42) DEFINITE DEFINITE YES YES NO NO	Help determine whether the size of your department has changed in proportion to the population change since 1960? (43) DEFINITE DEFINITE YES YES NO NO
7	Estimated PEAK population (the greatest number of people in the jurisdiction at any one time).	Find the greatest number of non-residents an agency is responsible for at one time? (44) DEFINITE DEFINITE YES YES NO NO	Determine whether you need to "swear in" additional deputies or reserve officers? (45) DEFINITE DEFINITE YES YES NO NO
8	Total police expenditures during the past fiscal year	Assist in finding and comparing the expenditures of other departments which serve the same population size as your agency? (46) DEFINITE DEFINITE YES YES NO NO	Aid in finding and comparing the expenditures of other agencies which have the same number of officers as your department? (47) DEFINITE DEFINITE YES YES NO NO
9	Percent of police expenditures, as a part of total government expenditures, last year	Help find whether your agency is getting "its share" of the local tax dollar? (48) DEFINITE DEFINITE YES YES NO NO	Help convince the local governing council or commission that you need a larger percentage of tax money for your agency? (49) DEFINITE DEFINITE YES YES NO NO
10	Total number of marked and unmarked police sedans and station wagons used by the department	Assist in finding how many cars are used by other selected departments of your size? (50) DEFINITE DEFINITE YES YES NO NO	Compare the ratio of cars to total number of officers with other agencies in your area? (51) DEFINITE DEFINITE YES YES NO NO
11	Number of patrol vehicles on duty at 1 p.m. weekdays	Help you find the ratio of on-duty officers to census population for departments in your area? (52) DEFINITE DEFINITE YES YES NO NO	Assist in finding the ratio of on-duty patrol units to the number of complaints received during the day? (53) DEFINITE DEFINITE YES YES NO NO
12	Number of patrol officers normally on duty at 1 p.m. weekdays	Help find which agencies have the most vehicles on the street per on-duty officer? (54) DEFINITE DEFINITE YES YES NO NO	Help find whether the number of on-duty cars per 1,000 population is related to day time crime rate? (55) DEFINITE DEFINITE YES YES NO NO
13	Established patrol officer work week (hours) not counting overtime	Help calculate the number of agencies in your region with more than a 40 hour basic work week? (56) DEFINITE DEFINITE YES YES NO NO	Help find whether your department's basic work week is "in line" with other departments of your size? (57) DEFINITE DEFINITE YES YES NO NO
14	Average patrol officer work week (hours) including overtime	Assist in calculating the actual average work week for all agencies in your region? (58) DEFINITE DEFINITE YES YES NO NO	Help determine whether smaller departments tend to work more overtime per man. (59) DEFINITE DEFINITE YES YES NO NO
15	Is the agency recognized as the ambulance service in the community?	Help find agencies which could tell you their experiences in providing ambulance service? (60) DEFINITE DEFINITE YES YES NO NO	Help find whether most agencies your size are recognized as providing this service? (61) DEFINITE DEFINITE YES YES NO NO

Please list other items, if any, which you would like to have added to the next law enforcement directory. Thank you for helping design the next directory.

(76) _____

NAME OF AGENCY

APPENDIX C

LETTER OF ENDORSEMENT AND QUESTIONNAIRE FORM
MAILED TO SHERIFFS

APPENDIX D

REMINDER LETTER MAILED TO POLICE CHIEFS



MICHIGAN ASSOCIATION of CHIEFS OF POLICE

Office of the President
Col. Fredrick E. Davids
714 S. Harrison Road
East Lansing, Mich. 48823

ASSOCIATION OFFICERS

April 24, 1971

Dear Chief:

This letter is a reminder that a preliminary survey of all Michigan police agencies is being conducted to determine the preferred content of the proposed Law Enforcement Administrative Directory. We want to be sure that the Directory will contain the kinds of information which you, as a chief, would want in such a book. The questionnaire (entitled "Michigan Association of Chiefs of Police Preliminary Questionnaire for 1971 Law Enforcement Administrative Directory") which was sent you last week is for this important purpose.

The response to the questionnaire is encouraging, however, I am sure that more chiefs will want their questionnaire included in the study. Therefore, the date for submitting completed questionnaires has been extended one week, to May 1.

Your questionnaire form had not arrived in the mail by 5:00 P.M., Friday, April 23. Therefore, unless you already have your form in the mail, you are urged to complete it and send it no later than Friday morning, April 30. You are reminded that no individual answers will be released. Only answers totalled from all questionnaire forms will be analyzed.

If you have misplaced your form, please notify this office immediately, and a form will be sent you by special delivery mail.

Remember, this is your opportunity to state the kinds of "desk information" you want regarding police agencies.

Sincerely,

Fredrick E. Davids
Fredrick E. Davids, Col.
PRESIDENT

DIRECTORS

CHIEF JAMES W. RUTHERFORD
Flint

CHIEF MAX E. HARROUN
Big Rapids

CHIEF LESLIE VAN BEVEREN
Holland

CHIEF GEORGE GRADY
Dowagiac

CHIEF DEROLD W. HUSBY
Lansing

CHIEF HERMAN H. POTTS
Royal Oak

CHIEF DEAN A. FOX
Kalamazoo
Immediate Past President

APPENDIX E

REMINDER LETTER SENT TO SHERIFFS

MICHIGAN SHERIFFS ASSOCIATION

SUITE 838-40, MICHIGAN NATIONAL TOWER

LANSING, MICHIGAN 48933



April 24, 1971

Dear Sheriff:

This letter is a reminder that a preliminary survey of all sheriffs is being conducted to determine the preferred content of the proposed Law Enforcement Administrative Directory. We want to be sure that the Directory will contain the kinds of information which you, as a sheriff, would want in such a book. The questionnaire (entitled "Sheriff's Preliminary Questionnaire for 1971 Law Enforcement Administrative Directory") which was sent you ten days ago is for this important purpose.

The response to the questionnaire is encouraging, however, I am sure that more sheriffs will want to have their questionnaire included in the study. Therefore, the final date for submitting completed questionnaires has been extended to April 30.

The questionnaire form from your department had not arrived in the mail by 5:00 P.M., Friday, April 23. Therefore, unless you already have your form in the mail, you are urged to complete it and send it no later than Friday morning, April 30. You are reminded that no individual answers will be released. Only answers totalled from all questionnaires will be analyzed for the Directory.

If you have misplaced your form, please notify this office immediately and a form will be sent you by special delivery.

Remember, you are the one who stand to benefit from this.

Sincerely,

A handwritten signature in cursive script that reads "Jack".

Jack P. Foster
Executive Secretary

APPENDIX F

MEAN AND VARIANCE VALUES OF THE RESPONSES
OF EACH DIRECTORY ITEM, WITH OVERALL MEAN, OVERALL
VARIANCE, AND RANGE

APPENDIX F

MEAN AND VARIANCE VALUES OF THE RESPONSES OF EACH DEPARTMENT

SIZE CATEGORY FOR EACH DIRECTORY ITEM, WITH OVERALL MEAN, OVERALL VARIANCE, AND RANGE

QUESTION	N=27			N=50			N=54			N=147			N=85		
	ALL PART-TIME OFFICERS			ONE FULL-TIME OFFICERS			TWO-THREE FULL-TIME OFFICERS			FOUR-TWENTY FULL-TIME OFFICERS			OVER TWENTY-FULL-TIME OFFICERS		
	<u>Mean</u>	<u>Variance</u>		<u>Mean</u>	<u>Variance</u>		<u>Mean</u>	<u>Variance</u>		<u>Mean</u>	<u>Variance</u>		<u>Mean</u>	<u>Variance</u>	
1	1.44	1.0255		1.86	2.8333		1.22	0.4025		1.26	0.6118		1.10	0.1857	
2	1.59	1.1738		1.53	1.4625		1.23	0.4163		1.26	0.6720		1.19	0.4452	
3	3.15	4.9000		2.84	4.9728		2.22	3.2327		2.12	2.4289		2.15	2.4215	
4	3.22	4.7176		3.42	5.1597		3.00	8.2745		3.37	4.4487		4.35	4.3033	
5	3.74	5.5838		3.26	4.6045		2.13	4.0783		2.08	2.4179		1.93	2.1635	
6	3.00	4.6152		2.52	4.0098		1.68	1.6836		1.86	1.9949		1.90	2.4487	
7	4.15	3.8951		3.36	5.1924		2.73	4.4831		2.90	4.0044		3.11	4.6269	
8	3.52	5.1053		2.61	4.1174		2.08	3.3665		1.93	2.1656		2.40	3.8342	
9	3.74	3.7376		3.06	4.3369		2.37	3.7584		2.41	3.2925		3.01	4.8413	
10	3.59	3.0196		3.31	4.7585		2.36	3.5036		2.44	3.2483		2.67	3.2610	
11	3.96	4.4213		3.78	4.7873		3.26	5.0827		3.23	4.0184		3.93	4.6695	
12	4.48	2.6436		3.90	4.6633		3.12	4.0659		3.26	4.2224		4.07	4.1876	
13	3.89	3.4868		3.42	4.1669		1.85	2.5641		2.14	1.9808		3.21	3.9679	
14	3.96	4.1136		3.35	4.4813		2.23	3.0045		2.23	2.6076		3.18	3.6377	
15	3.74	4.3531		3.67	5.4745		3.87	4.5399		3.73	4.7317		3.98	4.5777	

APPENDIX F (Continued)

QUESTION	N=27		N=50		N=54		N=147		N=85	
	ALL PART-TIME OFFICERS	ONE FULL-TIME OFFICERS	TWO-THREE FULL-TIME OFFICERS	FOUR-TWENTY FULL-TIME OFFICERS	OVER TWENTY FULL-TIME OFFICERS					
	Mean	Variance	Mean	Variance	Mean	Variance	Mean	Variance	Mean	Variance
16	2.56	3.4868	2.66	3.8208	2.48	3.8015	2.74	3.5487	3.51	4.4196
17	4.70	4.2165	4.53	4.6293	4.25	4.1887	3.82	4.5904	3.77	4.0074
18	3.77	3.5446	3.96	4.3812	3.60	4.0900	3.56	4.8018	4.29	3.7005
19	3.69	3.8212	3.94	4.3152	3.23	5.0247	3.55	4.3905	4.02	3.8566
20	2.26	3.1223	2.37	3.8622	2.14	3.5608	2.51	3.6517	2.45	3.5428
21	3.44	3.4868	3.30	4.3367	2.73	4.5535	2.56	3.1429	3.22	3.8525
22	3.44	4.7176	3.33	5.7662	2.77	4.5631	2.16	2.3729	2.45	2.4644
OVERALL MEAN	3.4105		3.1809		2.5705		2.5964		2.9950	
OVERALL VARIANCE		3.7813		4.3697		3.7380		3.1498		3.4280
RANGE (LOW)	1.44	1.0255	1.53	1.4625	1.22	0.4025	1.26	0.6118	1.10	0.1857
RANGE (HIGH)	4.70	5.5838	4.53	5.7662	4.25	8.2745	3.82	4.8018	4.35	4.8413

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