

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 198

Approved August 21, 1968

WHEREAS, Chapter 174 of the Public Laws of 1964, known as "The Green Acres Land Acquisition Act of 1964, as amended", provides for the making of grants by the Director of the Department of Natural Resources to bodies to assist them in the acquisition of permanent interests in land for recreation-conservation purposes where such acquisition is deemed essential to the proper long-range development and welfare of the local unit in accordance with a comprehensive plan for the development of the local unit; and

WHEREAS, the City of Providence, desires to acquire certain land known as East George Street Tot Lot, which land is to be held and used for permanent recreation or conservation land as a Tot Lot; and

WHEREAS, it is estimated that the total consideration to be paid for the acquisition of said land will be \$3,780;

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF PROVIDENCE AS FOLLOWS:

1. That the application be made to the Director of the Department of Natural Resources for a grant in an amount authorized by "The Green Acres Land Acquisition Act of 1964, as amended" of the State of Rhode Island, which amount is equal to 50% of the price to be paid for the acquisition of the land and which amount is presently estimated to be \$1,890 and that the City of Providence will pay the balance of the consideration for the acquisition of such land and the total of all related costs out of the funds available to it.
2. That the Mayor is hereby authorized and directed to execute and file such application with the Director of the Department of Natural Resources; to provide additional information and furnish such documents as may be required; to execute such contracts as are required; and to act as the authorized correspondent of the City of Providence.
3. That the proposed acquisition is in accordance with the Master Plan for Public Recreation and Conservation for the provision of recreation or conservation land, and that, should said grant be made, the City of Providence will retain said land for use designated in said application and approved by the Director of the Department of Natural Resources.

IN CITY COUNCIL

AUG 15 1968

READ and PASSED

President

Clerk

APPROVED

AUG 21 1968

MAYOR

FILED

AUG 7 4 52 PM '68

DEPT. OF CITY CLERK
PROVIDENCE, R.I.

RESOLUTION
OF THE
CITY COUNCIL

**IN CITY
COUNCIL**

AUG 15 1968

FIRST READING
REFERRED TO COMMITTEE ON

CLERK

Councilman Mc Mully and President, by request

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 135

Approved August 21, 1968

WHEREAS, Chapter 174 of the Public Laws of 1964, known as "The Green Acres Land Acquisition Act of 1964, as amended," provides for the making of grants by the Director of the Department of Natural Resources to municipal bodies to assist them in the acquisition of permanent interests in land for recreation-conservation purposes where such acquisition is deemed essential to the proper long-range development and welfare of the local unit in accordance with a comprehensive plan for the development of the local unit; and

WHEREAS, the City of Providence, desires to acquire certain land known as Lenox Avenue Tot Lot, which land is to be used and held for permanent recreation or conservation land as a Tot Lot; and

WHEREAS, it is estimated that the total consideration to be paid for the acquisition of said land will be \$5,000;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF PROVIDENCE AS FOLLOWS:

1. That the application be made to the Director of the Department of Natural Resources for a grant in an amount authorized by "The Green Acres Land Acquisition Act of 1964, as amended" of the State of Rhode Island, which amount is equal to 50% of the price to be paid for the acquisition of the land and which amount is presently estimated to be \$2,500 and that the City of Providence will pay the balance of the consideration for the acquisition of such land and the total of all related costs out of the funds available to it.
2. That the Mayor is hereby authorized and directed to execute and file such application with the Director of the Department of Natural Resources; to provide additional information and furnish such documents as may be required; to execute such contracts as are required; and to act as the authorized correspondent of the City of Providence.
3. That the proposed acquisition is in accordance with the Master Plan for Public Recreation and Conservation for the provision of recreation or conservation land, and that, should said grant be made, the City of Providence will retain said land for use designated in said application and approved by the Director of the Department of Natural Resources.

IN CITY COUNCIL

AUG 15 1968

READ and PASSED

President

Clerk

APPROVED

AUG 21 1968

MAYOR

FILED
AUG 7 4 52 PM '68
DEPT. OF CITY CLERK
PROVIDENCE, R. I.

RESOLUTION
OF THE
CITY COUNCIL

**IN CITY
COUNCIL**

AUG 15 1968

FIRST READING
REFERRED TO COMMITTEE ON

CLERK

Councilmen Mc Nulty and Prater, by request

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 333

Approved August 21, 1968

WHEREAS, Chapter 174 of the Public Laws 1964, known as "The Green Acres Land Acquisition Act of 1964, as amended," provides for the making of grants by the Director of the Department of Natural Resources to municipal bodies to assist them in the acquisition of permanent interests in land for recreation-conservation purposes where such acquisition is deemed essential to the proper long-range development and welfare of the local unit in accordance with a comprehensive plan for the development of the local unit; and

WHEREAS, the City of Providence, desires to acquire certain land known as Westcott Street Tot Lot, which land is to be held and used for permanent recreation or conservation land as a Tot Lot; and

WHEREAS, it is estimated that the total consideration to be paid for the acquisition of said land will be \$2,080.00;

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF PROVIDENCE as follows:

1. That the application be made to the Director of the Department of Natural Resources for a grant in an amount authorized by "The Green Acres Land Acquisition Act of 1964, as amended" of the State of Rhode Island, which amount is equal to 50% of the price to be paid for the acquisition of the land and which amount is presently estimated to be \$1,040.00, and that the City of Providence will pay the balance of the consideration for the acquisition of such land and the total of all related costs out of the funds available to it.
2. That the Mayor is hereby authorized and directed to execute and file such application with the Director of the Department of Natural Resources; to provide additional information and furnish such documents as may be required; to execute such contracts as are required; and to act as the authorized correspondent of the City of Providence.
3. That the proposed acquisition is in accordance with the Master Plan for Public Recreation and Conservation for the provision of recreation or conservation land, and that, should said grant be made, the City of Providence will retain said land for use designated in said application and approved by the Director of the Department of Natural Resources.

IN CITY COUNCIL

AUG 15 1968

READ and PASSED

President

Clerk

APPROVED

AUG 21 1968

MAYOR

FILED

AUG 7 4 52 PM '68
DEPT. OF CITY CLERK
PROVIDENCE, R.I.

RESOLUTION
OF THE
CITY COUNCIL

**IN CITY
COUNCIL**

AUG 15 1968

FIRST READING
REFERRED TO COMMITTEE ON

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CLERK

Councilman Mc Nulty and Parsons, by request

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 37

Approved August 21, 1968

WHEREAS, Chapter 174 of the Public Laws 1964, known as "The Green Acres Land Acquisition Act of 1964, as amended," provides for the making of grants by the Director of the Department of Natural Resources to municipal bodies to assist them in the acquisition of permanent interests in land for recreation-conservation purposes where such acquisition is deemed essential to the proper long-range development and welfare of the local unit in accordance with a comprehensive plan for the development of the local unit; and

WHEREAS, the City of Providence, desires to acquire certain land known as Rangley and Sears Street Tot Lot, which land is to be held and used for permanent recreation or conservation land as a Tot Lot; and

WHEREAS, it is estimated that the total consideration to be paid for the acquisition of said land will be \$4,040.00;

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF PROVIDENCE as follows:

1. That the application be made to the Director of the Department of Natural Resources for a grant in an amount authorized by "The Green Acres Land Acquisition Act of 1964, as amended" of the State of Rhode Island, which amount is equal to 50% of the price to be paid for the acquisition of the land and which amount is presently estimated to be \$2,020.00, and that the City of Providence will pay the balance of the consideration for the acquisition of such land and the total of all related costs out of the funds available to it.
2. That the Mayor is hereby authorized and directed to execute and file such application with the Director of the Department of Natural Resources; to provide additional information and furnish such documents as may be required; to execute such contracts as are required; and to act as the authorized correspondent of the City of Providence.
3. That the proposed acquisition is in accordance with the Master Plan for Public Recreation and Conservation for the provision of recreation or conservation land, and that, should said grant be made, the City of Providence will retain said land for use designated in said application and approved by the Director of the Department of Natural Resources.

IN CITY COUNCIL

AUG 15 1968

READ and PASSED

[Signature]
President
[Signature]
Clerk

APPROVED

AUG 21 1968

[Signature]
MAYOR

FILED

AUG 7 4 52 PM '68

DEPT. OF CITY CLERK
PROVIDENCE, R.I.

RESOLUTION
OF THE
CITY COUNCIL

**IN CITY
COUNCIL**

AUG 15 1968

FIRST READING
REFERRED TO COMMITTEE ON

.....
CLERK

Councilmen Mc Nulty and Proctor, by request

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 133

Approved August 21, 1968

WHEREAS, Chapter 174 of the Public Laws 1964, known as "The Green Acres Land Acquisition Act of 1964, as amended," provides for the making of grants by the Director of the Department of Natural Resources to municipal bodies to assist them in the acquisition of permanent interests in land for recreation-conservation purposes where such acquisition is deemed essential to the proper long-range development and welfare of the local unit in accordance with a comprehensive plan for the development of the local unit; and

WHEREAS, the City of Providence, desires to acquire certain land known as Carr and Cactus Street Tot Lot, which land is to be held and used for permanent recreation or conservation land as a Tot Lot; and

WHEREAS, it is estimated that the total consideration to be paid for the acquisition of said land will be \$3,640.00;

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF PROVIDENCE as follows:

1. That the application be made to the Director of the Department of Natural Resources for a grant in an amount authorized by "The Green Acres Land Acquisition Act of 1964, as amended" of the State of Rhode Island, which amount is equal to 50% of the price to be paid for the acquisition of the land and which amount is presently estimated to be \$1,820.00, and that the City of Providence will pay the balance of the consideration for the acquisition of such land and the total of all related costs out of the funds available to it.
2. That the Mayor is hereby authorized and directed to execute and file such application with the Director of the Department of Natural Resources; to provide additional information and furnish such documents as may be required; to execute such contracts as are required; and to act as the authorized correspondent of the City of Providence.
3. That the proposed acquisition is in accordance with the Master Plan for Public Recreation and Conservation for the provision of recreation or conservation land, and that, should said grant be made, the City of Providence will retain said land for use designated in said application and approved by the Director of the Department of Natural Resources.

IN CITY COUNCIL

AUG 15 1968

READ and PASSED

President

Clerk

APPROVED

AUG 21 1968

MAYOR

FILED

AUG 7 4 52 PM '68

DEPT. OF CITY CLERK
PROVIDENCE, R.I.

RESOLUTION
OF THE
CITY COUNCIL

IN CITY
COUNCIL

AUG 15 1968

FIRST READING
REFERRED TO COMMITTEE ON

.....

CLERK

Commissioner Mc Nulty and President, by request

THE CITY OF PROVIDENCE
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

RESOLUTION OF THE CITY COUNCIL

No. 33

Approved August 21, 1968

RESOLVED,

That the Commissioner of Public Safety be requested to make a study of the report and recommendations of the President's Crime Commission and (a) to submit to this Council detailed plans for adopting the Commission's recommendations to the needs of this City, (b) to advise how the recommendation of the Commission with respect to a metropolitan area might be implemented with the assistance and cooperation of our neighboring communities and the State.

IN CITY COUNCIL

AUG 15 1968

READ and PASSED

Amant. DeGha
President

Clerk

APPROVED

AUG 21 1968

Joseph A. Dowley Jr
MAYOR

RESOLUTION
OF THE
CITY COUNCIL

IN CITY
COUNCIL

JAN 18 1968

FIRST READING
REFERRED TO COMMITTEE ON
PUBLIC WELFARE
Lawrence Cooper, CLERK

THE COMMITTEE ON
PUBLIC WELFARE

Recommends FEB 8 1968

William N. Matthews
First Deputy City Clerk

THE COMMITTEE ON
Richard R. Bell
Approves Passage of
The Within Resolution

Lawrence Cooper
Clerk
Aug 2, 1968

Councilman W. J. ...

HARRY GOLDSTEIN
COMMISSIONER



LEONARD W. REILLY
ADMINISTRATIVE
ASSISTANT

COMMISSIONER OF PUBLIC SAFETY
209 FOUNTAIN ST., PROVIDENCE, RHODE ISLAND 02903

February 19, 1968

The Honorable City Council
City Hall
Providence, Rhode Island

Att: Committee on Public
Welfare

Gentlemen:

In response to a Resolution requesting a study of the report and recommendations of the President's Crime Commissioner, I am forwarding the report submitted by the Police Department.

Respectfully submitted,


Commissioner of
Public Safety

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Enc:

PROVIDENCE POLICE DEPARTMENT

February 13, 1968

To: Colonel Howard A. Franklin, Chief of Police
From: Captain Leo P. Trambukis, Bureau of Planning & Research
Subject: Staff Study Report Re: Recommendations of President's Commission

Sir:

Pursuant to the request cited in the appended copy of a resolution recently introduced in the City Council, this bureau has objectively studied the recommendations of The President's Commission on Law Enforcement and the Administration of Justice. Commission proposals were evaluated on the basis of their suitability and the need for their adoption by this department to increase efficiency in providing essential law enforcement services in our community.

The Commission's recommendations for police agencies are set forth in the prefatory section of its initial report, The Challenge of Crime in a Free Society, which were reprinted in more detail in its subsequent report entitled Task Force Report: The Police. The Commission reports shows thirty-five items listed under four major categories in their "Table of Recommendations". This staff study report follows the format in presenting facts and opinions in summary form under the same topic headings.

1. COMMUNITY RELATIONS

Consistent with the Commission's recommendations announced publicly in February, 1967 relating to the responsibility of the police in establishing an effective community relations program, this department formally instituted a police community relations program in Providence on May 19, 1967. This program functions under the general administration of the police personnel director. In order that the program would become substantive and to ensure that it would receive the proper attention and support required from the police for successful operation, the Bureau of Community Relations was organized as an integral unit of this department as part of the Personnel Division headed by a commander.

Police Advisory Committees, neighborhood citizens groups organized under police direction, have been working for the past several months in every section of the city. Comprised of representative citizens from all walks of life with a substantial number belonging to minority groups, the volunteer committees work with police in promoting increased cooperation between residents and policemen at the neighborhood level. Obviously, the success of any such community program is largely dependent upon the amount and kind of understanding police have concerning the many social complexities existing today in our urban societies. In an effort to increase this understanding, this department, in cooperation with the Rhode Island Commission Against Discrimination, established a human relations seminar which coincided with the inauguration of our community relations program. Classes were held at the police academy, and all members of the department were required to attend. The training focused on various aspects of interactions between policemen and private citizens, and the responsibilities each have to the other, and how proper human relationships will shorten the

distance between the police and the public.

Human relations training for members of this department actually began long before this time, for it was almost seven years ago that our roll call training program began. The first subject, presented during roll call briefing sessions for a 9-week period, was "Courtesy in Police Service". This subject was covered again 1963 and repeated in 1966. "Human Relations", a 5-week course, was given first in 1963.

The bureau feels that the department's action in launching its community relations program, and the support it receives by the organization of the Bureau of Community Relations working closely with the advisory committees, provides an avenue into the heart of the various neighborhoods through which mutual problems can be communicated. The scope of the department's activity in this field of police work seems to be in concert with Commission recommendations for such programs and advisory committees.

The department is also in step with the President's Commission recommendation that law enforcement organizations display sincere efforts in recruiting police personnel from minority groups. Community leaders in Providence, officials of both public and private agencies, along with members of the Providence Human Relations Commission, Neighborhood Advisory Committees and other groups or organizations having responsibility or interest in the welfare of such citizens have often been asked by this department for assistance in our attempts to find interested young men who can qualify for a police career. For the most part, the response of minority group applicants has been disappointing, and the department continues in its ambition to find these applicants by developing new recruiting techniques, including the use of regular officers from minority groups. This technique was highly recommended by the Commission.

The procedures followed by the department for the investigation of police personnel complaints are generally the same as those favored by the Commission, i.e., resolution of minor complaints through informal procedures and summary punishment, with trial board hearings for more serious complaints. The Commission's statements concerning the responsibility of police departments for taking a proper action in disciplinary matters resulting from complaints are in alignment with long-standing policies of this department governing such matters:

So far as possible, it is desirable that procedures for the consideration of individual grievances against policemen - as well as grievances against other governmental officials or employees - be established within the governmental agency involved.¹

In considering external review of a police department's system for handling complaints, the Commission made some further statements:

In all jurisdictions, if a complainant remains dissatisfied with the internal disposition of a case, there are other avenues of appeal outside the police

¹ Task Force Report: The Police, pp. 197-198

agency; The local prosecutor; the courts; elected officials such as councilmen or the mayor; the State's attorney general; and the U.S. Department of Justice.¹

All of these avenues of appeal are available here as they are everywhere else.

2. PERSONNEL

The second group of recommendations found in the Commission's report relate generally to recruiting, promotional and training functions in the field of police personnel administration. American police officials are confronted today by many problems brought about by our increasingly complex society. If a priority list of these problems were drawn up, "recruitment of personnel" would occupy a high position. It is the most pressing problem for many police departments who are faced with a lack of interested, qualified applicants from whom to choose. The recruitment problem is not limited to the police service; virtually all professions, occupations, trades, businesses and government agencies are all competing for competent personnel.

Every police department has been approached by applicants seeking the permanency and security of police service who might be considered misfits and rejects of other occupational fields, people who appear to find it difficult to adjust to any employment situation. This department guards against acceptance of these persons into its ranks to prevent any dilution of the high quality of regular personnel. Moreover, the department is reluctant to lower any selection standards for applicants for the purpose of reaching authorized strength. It is a costly and often painful process, both before and after appointment, to sever employment of any misfits or rejects. It is both expensive and time-consuming to produce a competent police officer from even the best of raw material.

The Commission acknowledges the recruiting problem and believes that law enforcement careers can be made more attractive to applicants by establishing higher salaries and fringe benefits; by subsidizing college training; and by providing new uniforms, new physical plants and equipment; and by instituting incentive programs which will parallel those available in private business and industry. Police administrators have been advocating these things for many years; unfortunately, however, they have had to deal with the hard practicalities of fiscal planning and be realistic in requesting funds and in using available resources. The fact of the matter locally is that the tax base and other sources of revenue for this community, like most others today, cannot sustain the Utopian police administration described by the Commission. Today, even in communities considered affluent and above average in granting police endowments, the recruiting problem is apparent, and police chiefs look beyond their jurisdictions to find qualified applicants.

Another recruiting and operational aid posed by the Commission is a new concept applied to a fundamental principle in police administration - the need of dividing police functions rationally among available personnel.

¹ Ibid, p. 198

The importance of assigning tasks according to skills required to perform them is basic and was also stressed in the commission reports. This department has always considered it necessary to identify those tasks requiring the highest degree of judgment, intelligence, education, initiative and understanding of human behavior in the community, and that these tasks must be assigned to the most competent personnel in the organization and accord these people proper status.

The Commission's suggested method for accomplishing assignment of tasks is quite unique. It states that division of police tasks should be fashioned around the establishment of a system using three primary job classifications for sworn policemen, each type having different responsibilities, and each requiring particular background experience and education achievement. At the highest level (below minimum superior rank) is the "police agent". The Commission feels this position should be reserved for members with an associate or bachelor's degree who would handle major crime investigations as detectives. When assigned to uniform duty, police agents would be given particularly sensitive patrol work in high tension areas of the community. "Police officer" is the second classification in the Commission's plan; these members of a department would carry out routine uniform patrol functions. The third level of the police personnel grouping is the "community service officer". The Commission visualizes these officers as young men between 17 and 21 years in uniform whose duties would bring them in close contact with citizens of minority groups living in deprived areas. Much of their work would be sociological in nature; they would also relieve "agents" and "regulars" of lesser police responsibilities in such areas.

All available information indicates that police administrators are unalterably opposed to this job classification plan, and the writer has been unable to locate information concerning any implementation of the Commission's ideas about such assignment of police tasks. Police officials state that such personnel specialization would have an adverse effect on morale, particularly due to the emphasis placed on the function of police agents now carried out by detectives.

The position of detective is a coveted one in the police profession; it is usually gained by superior ability as a uniformed officer. It is inconceivable to most administrators that a young college graduate lacking years of practical experience in uniformed ranks could step over veteran officers with any immediate appointment as an agent and accrue the higher status attendant to this position. Executive officers point to laws, regulations or employee contracts that could make such assignment of college graduates mandatory upon the department. In this event, police chiefs would ultimately be faced with the problem of finding other incentives for inservice personnel or new members lacking college education achievement. Administrators also say that policemen at every level need career objectives if they are to perform efficiently, and that to remove such objectives is to stifle vitality in a department. Not all policemen can become superiors; therefore, there must be some level of attainment available short of a supervisor's rank. The position of detective or other investigative role provides a career goal which is absolutely necessary to the welfare of the police organization.

The Providence Police Department demonstrates its support of college training for the police; it now subsidizes the studies of a number of officers participating in law enforcement degree programs at Bryant College and other such institutions. The department also adheres to the principle of police administration that calls for the arrangement of personnel with a common purpose in such a way that qualified individuals can perform related tasks; that the tasks themselves are properly grouped for assignment; and for the establishment of areas of responsibility that have clear-cut channels of authority and communication. Moreover, by implementing various reorganization plans for the whole department and/or its sub-divisions, in the past few years, the department has displayed its constant effort to find a better skeletal framework that will promote better efficiency.

It is apparent that the President's Commission attaches great importance to specialization and the need to divide tasks in a police department by introducing its unique police classification plan designed out of consideration for the changing social complexities in larger urban centers. This department has achieved specialization; for many years it has been dividing its tasks among its divisions, bureaus and units, not unlike the method suggested by the Commission. Some members now hold college degrees and others in increasing number are taking advantage of the chance to attend Bryant College at the city's expense in pursuit of a degree.

Moreover, we have capable detectives and C-Squad investigators who can and are carrying out the types of assignments identified by the Commission with police agents. We have uniformed personnel who are excellently trained and able to handle not only the "routine" work mentioned by the Commission, but the extraordinary as well. The recent organization of our Police Community Relations Bureau indicates the concern we have about any police problems in socially depressed areas. The writer disagrees with the Commission with respect to how sociological problems in these areas should be solved, and the measure of responsibility which belongs to the police department. Rather than the young and immature "community service officers" working out of shabby-looking vacant stores, the writer prefers mature, trained, adult policemen of the Community Relations Bureau for proper police problems and their solutions. Further, it would seem that the trained social workers, social scientists, the staff people of Progress for Providence, Inc., and others engaged in similar social work activities in appropriate settings would be far more qualified to handle community services than minors whose impact on adults with whom they would be dealing at times is questionable. Any lesser contact with younger citizens their own age would be in the nature of junior police activities which can be served in part by the city's Recreation Department staff, boys' clubs and similar youth welfare agencies.

The writer also believes that some specialization is necessary in police work, that it is essential for organizational efficiency, and that a greater degree of specialization is needed in a police force the size of Providence than in a smaller department. But, specialization does not come without some disadvantages which will not be negated by the employment of college graduates as police agents. A reservoir of college graduates interested in municipal police work will only develop when the entire police profession begins to receive more status and acceptability from the public as a profession with benefits in closer parallel with those of other professions. To be sure, police must earn professional status; —

but some things, like attractive salaries and pension systems that are factors in recruiting activities among college graduates, are outside the control of individual police officers. The current salary and pension system will not attract any large numbers of college people to this department; few departments anywhere have been able to successfully pirate graduates away from careers in business and industry without salaries that are above average for policemen. Providence does not have the kind of financial posture that will allow such salaries at this time or in the immediate future; until revenue sources make sizeable salary increases possible, the department must continue to look to other recruiting devices in searching out the best possible candidates.

There is considerably more merit to the Commission recommendation that municipal police departments employ more civilians to replace policemen in tasks that do not require police expertise. This department also recognizes the benefits involved by having civilians carry out collateral police jobs. We have increased our civilian ranks by placing these employees in clerical, communications and traffic-related assignments which enabled us to release police officers for more active duties.

Though opposed to the employment of young men in uniform working as "community service officers" in the field, the writer does favor the hiring of young males between 17 and 21 years as "police cadets" to prepare them for a police career when they reach adulthood. Police departments are shortsighted if they are unwilling to consider the value of a cadet system as the counterpart of apprenticeship programs existing for many years in business and industry. Exposing outstanding young men to police work to some degree will likely so imbue them with police work that they will choose it as a lifetime career.

The writer considers proper assignment for cadets in uniform to be limited to duties that exclude deployment in the field and having little responsibility, i.e., clerks, communications aides, messengers, tour guides, chauffeurs, etc. Any assignment of cadets in the field exposes the department to complaints and other problems that may bear on the liability or image of both the police department and the political administration which has ultimate responsibility for the police function. Without full police knowledge gained by training and experience, a cadet (or community service officer) can cost his department thousands of dollars in civil suits, precipitate a riotous situation, or otherwise jeopardize the good image of the entire political government structure. This department has considered a cadet system as a recruiting aid in the future, but some fiscal planning will be necessary before planning for a cadet program can be brought to fruition. Funds will need to be found to support such a program. Cadets will require salaries and uniforms, and if the department expects to be able to attract outstanding high school graduates before they are snatched up by business, industry and other occupational fields, we must have the money needed to support them.

The Commission logically points to the value of police training in its report. The department's recruit, promotion, inservice and roll call training programs are conceded by other police jurisdictions to be among the best anywhere in New England. Our programs have been the models or standards for training operations in other departments. The police academy staff has trained men of other departments absorbed with our own people in regular classes. The staff also has served other agencies in an advisory capacity. The department's training manuals and bulletins have

been popular with other police organizations. For example, our police regulations manual has gained national and international recognition after being publicized last year in the F.B.I.'s Law Enforcement Bulletin, a leading police journal with world-wide circulation. The article described the purpose and preparation of such a manual; as a result, over 200 letters have been received from various types of law enforcement organizations in every State and continent, each requesting the loan of a copy to be used in revising their own manuals. In addition, members of the department's personal evaluation board have served on similar boards in other departments who have recognized their knowledge of police work and their ability in personnel selections.

The President's Commission devoted considerable space in its report to underscore the necessity of maintaining high standards in the selection of personnel for police service. This department shares the Commission's observation that "policing a community is personal service of the highest order requiring sterling qualities in the individual who performs it," and that failure to maintain high standards is extremely costly, both for police and society. The Providence Police Department prefers to have authorized positions go unfilled than lower its personnel standards in any appreciable degree.

Concerning the upgrading of police personnel, the Commission suggests that current laws, rules and civil service regulations governing the appointment and promotion of policemen should be revised to encourage and allow interchange of personnel among departments through a "lateral entry" method. The Commission is of the opinion that some police departments are unable to fill important positions from their own ranks and that tight personnel restrictions are preventing them from getting experienced officers elsewhere, people qualified to enter directly into staff and administrative positions. There is probably justification for the Commission's views and this may be quite true, particularly for smaller departments. The condition does not exist in this department which has never suffered from a lack of qualified candidates for promotion; with rare exception, the top posts in this department have always gone to members who came up through the ranks. Thus, in the writer's opinion, there is no need for the department to plan any system facilitating any lateral entry of personnel to fill any position in the organization.

3. ORGANIZATION AND OPERATIONS

In its third category of recommendations, the President's Commission referred to the need of a police department to be aware of its responsibility in formulating policies pertinent to the handling of crime or potential crime situations that will be practical and understandable to all personnel. Our policies in this department are enunciated and disseminated to members through the media of training, general and special orders, and directives emanating from the chief of police. Court decisions, new legislation, citizen complaints, analysis of crime and social conditions in the community are some of the factors considered in formulating, articulating, publicizing and disseminating any new policy bearing on local police practices to be followed by personnel.

Moreover, old policies are constantly being reviewed in an effort to make them more flexible or applicable. Police experiences also reflect

on the policy-making process and are also considered in this department. Supervision and inspection is provided for in the department to make sure that policies and practices developing from policy decisions are being adhered to by personnel. In addition, a planning function is established by the operation of a separate unit to search out new methods in police science which also have an influence on policies.

The Commission's recommendation that legislators pass new statutes which will clearly establish the authority of police to stop persons abroad for questioning in certain situations is not applicable to the police; it is a matter for legislators. Moreover, police in Rhode Island have this authority which is derived from the Rhode Island Arrest Law.

Community planning to deter crime is the basis of another recommendation. The Commission describes the role and responsibility of other agencies, public and private, who should be involved with the police department in some form of a collaboration program. The Commission points out the value for a police department in having proper relationships with such groups and organizations. The Providence Police Department works at creating effective liaison with city departments, federal agencies, and many other public and private bodies in this jurisdiction. We frequently call upon them for assistance in handling some problem relating to the field of crime prevention. We have spearheaded most of the crime prevention programs of this city in the past, and the department is prepared to continue a leadership role in any future community crime prevention program.

This department follows another Commission recommendation calling for the assignment of a legal advisor to the police department; the city solicitor has assigned a member of his staff to provide us with this kind of assistance.

The Commission's report also highlights the need for administrative staff personnel in a department who can provide the continual planning, administering and evaluating processes a chief of police in every large department must have if he is to be able to carry out his responsibilities. In articulating these needs of the administrator, the Commission mentions the legal advisor, the planning and research officer, the staff inspector, and the facility for internal investigation. Not only does this department have such personnel in integral units, it has had these services for years prior to the advent of the Commission's study.

Noteworthy among the other recommendations in the same category is that which purports that a certain amount of organizational fragmentation exists in every larger department; that overseparation of functions (particularly in uniform and detective divisions) can be avoided by combining basic field forces under a common commander. Except for the C-Squad that has been placed under the direct supervision of the chief of police, all enforcement officers in the field, both detectives and uniformed personnel including juvenile investigators, are under the same command in this department. We do not have to contend with the condition in some departments that have multiple precinct operations that can cause conflicts between uniformed and plainclothes personnel at the precinct level. Operating from a single headquarters building (except during brief roll call periods) under the same commanding officer, our uniformed personnel and investigators in plainclothes are ideally situated according to this view of the Commission. The department went through years of experience with detectives and juvenile investigators paired with uniformed officers in

patrol or investigative functions in the same area during the department's precinct era. We are achieving essentially the same results today with districts for detective squads that are generally consistent with those established for uniformed personnel. The arrangement of members of the Enforcement Division under the same command facilitates more cooperation and exchange of information without the encumbrances inherent in complicated command hierarchies existing in many departments. The "organizational fragmentation" mentioned by the Commission has been averted here not only by the skeletal framework of the department, but also by the system of internal controls which protect against anything more than minimal organizational conflict or confusion.

The use of firearms and the application of force dangerous to human life is another subject for Commission recommendations. The Rhode Island General Laws fully define the use of force by police in arrest actions. Members of this department are familiar with applicable laws and department regulations which are highly stressed in recruit, promotion and other inservice training programs. The subject of force in making arrests is something that is never very far away from everyday discussion in the department.

4. POOLING OF RESOURCES AND SERVICES

This department has excellent relationships with other city government departments and other law enforcement agencies at the municipal, state and federal levels. The department's size and its jurisdiction at the center of a large metropolitan area results in the utilization of our manpower, equipment and records by all of these departments and agencies. Through the years, our criminal data and background intelligence files have served police investigators not only in this state, but others in every part of New England. Because of our size and development of our record systems, we require very little by comparison.

Our communications control center is linked by radio with nearby departments in an intercity emergency radio network; the state's teletype system offers almost instant teletype communication with many other agencies. We have a very close liaison with the local F.B.I. office and the Boston field office, and we rely on the F.B.I. for laboratory assistance.

The writer does not infer that this department is self-sufficient and that we could not benefit in some way by participating in some plan for consolidation, metropolitanization or regionalization of police services in Rhode Island. If developing patterns and advanced techniques in police work indicate material benefits for this department, the writer is certain that this organization will be among the first to consider any practical plan for implementation of the Commission's recommendations concerning this subject.

Respectfully submitted,

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Captain

Bureau of Planning and Research