

A SURVEY OF THE POLICE DEPARTMENT

SAULT STE. MARIE, MICHIGAN

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RECOMMENDATIONS OF THE REPORT

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The recommendations following are repeated from the text of the report. Discussion of each recommendation will be found on the page number indicated after each recommendation.

MANPOWER

1. In order to provide effective direction of each shift, including the constant observation of the patrol service, it is recommended that the number of lieutenants be increased to three. (Page 27.)
2. It is recommended that two additional patrolmen be authorized, bringing the total number of authorized patrolmen to 18. (Page 51.)
3. It is recommended that the function of repair of the meters, and the meterman, be transferred from the police department to the city treasurer, and that the meterman make the collections from the meters.

It is also recommended that a metermaid be appointed on a full-time basis, and that a second metermaid be appointed for the six months of the summer season. The metermaids should walk specifically assigned beats in the parking meter district and should have no duties other than parking enforcement. (Page 53.)

DUTIES AND RESPONSIBILITIES

4. It is recommended that the chief of police assume personally the coordination of the auxiliary police. (Page 53.)
5. The lieutenants should spend the greater part of their tours of duty on the street, take charge of major incidents and providing continuous inspection of all personnel. They should review and approve all police reports, all arrests, and all person ell matters occurring on their shifts. The sergeants should serve as the desk and communications officers, and maintain for the lieutenant a continuous daily bulletin or log. (Page 28.)
6. It is recommended that the detectives and juvenile officer be assigned by the chief of police to those positions without regard for seniority or any conditions except the personal judgement of the chief. These officers should be responsible to and report to the chief on all their activities. They should not be subject to supervision or direction by any other officer, except in matters of deportment or conduct detrimental to the department. (Page 29.)
7. It is recommended that the rules and regulations promulgated by the chief of police be published in suitable form and distributed to each member of the police department, and that these rules and regulations binding son each member of the department as a condition of his employment. (Page 36.)

PERSONNEL ADMINISTRATION

8. It is recommended that the assignment of officers to the position of detective and juvenile officer be made by the chief of police on a temporary assignment basis, and that these positions not be considered as promotional ranks. Detectives and the juvenile officer should be considered as patrolman for eligibility for promotion to sergeant. There is no reason, however, that while serving in detective and juvenile officer assignments, officers should not receive a special salary rate. (Pages 39 & 40.)
9. It is recommended that all promotions be made on the basis of demonstrated performance and ability, and that a procedure for rating and evaluation, including seniority and time in grade as factors, be established and that the criteria adopted for selection for promotion be made known to all members of the department. All promotions should be made by the chief of police. (Page 40.)
10. It is recommended that the sergeants be excluded from the union representing the policeman in recognition of the supervisory nature of the sergeants' positions. (Page 28.)
11. It is recommended that a daily activity report be instituted to be prepared by each patrolman, to record daily police activity in areas capable of being evaluated and compared on a man to man, time span to time span basis; and that a semi-annual rating of sergeants and patrolmen be made by the commanding officers of the department. (Page 41).
12. It is recommended that a formal system of recognition for exceptional service be adopted by the department and that the chief of police be authorized to confer awards upon members of the department. (Page 41.)

TRAINING

13. It is recommended that each officer be given formal training in accident investigation and criminal investigation within his first three years of service in the department, and that those officers presently in the department receive the same courses. (Page 43.)
14. It is further recommended that officers selected for promotion be given formal training on police command and supervision and/or police management prior to assuming their new duties. (Page 43.)

PROCEDURES

15. It is recommended that the department, as a matter of policy, discontinue all escort service except in those cases where the absence of police protection could present a demonstrable hazard to the general public safety. (Page 52.)
16. To avoid requiring a police officer to attempt to judge whether a casualty victim is dead or alive, and to provide the utmost protection to such victims, it is recommended that, in the absence of a medical doctor or the coroner, all persons who are unconscious or apparently dead be transported to a hospital for treatment or determination of death. (Page 52.)

EQUIPMENT AND FACILITIES

17. It is recommended that an emergency power system callable of providing Power for lights and the radio system be installed in the police station, and that the radio transmitter and that the radio transmitter be located at the police station. (Page 44.)
18. It is recommended that two separate offices be provided, one for the detectives and one for the Juvenile officer, preferably in the area now occupied by a part of the garage. (Page 46.)
19. It is recommended that one additional marked car and one additional unmarked car be added to the department motor fleet to provide adequate vehicles for the 12 hours of the day when five or more automobiles are needed. (Page 46.)

A SURVEY OF THE POLICE DEPARTMENT

SAULT STE. MARIE, MICHIGAN

CHAPTER I

INTRODUCTION

This report is the result of a survey of the Sault Ste. Marie police department undertaken at the request of the city commission and the city manager in which the operations and organization of the department were subjected to the test of comparison with generally accepted administrative and police practices. The purpose of the survey was to present an objective evaluation of the suitability of the organization, staffing procedures, equipment and facilities of the police department in relation to the specific problems confronting the police in Sault Ste. Marie.

This report is not an analysis of whether or not there is too much crime in the city. The amount and kinds of crime in a city depend on many more factors than the police department alone. Community social attitudes, economic conditions, and even the weather affect the crime situation in a community. Crime is a social phenomenon and the police are only one agency of many which deal with it. The causes of crime and the disposition of offenders are beyond the control of the police. They can, at best, hope to reduce the opportunity for crime and to apprehend the criminal when a crime does occur.

The real test of a good police department is not the crime which exists in its community, but the vigor and attitude with which the police attack the problem. It can be said that the Sault Ste. Marie police department is a vigorous organization whose commanding officers have, and are working to achieve throughout the department, a professional attitude toward the police service.

The City and the Police Problem

No two police departments are exactly the same, just as no two cities are exactly the same. Population, geography, and unique community customs and laws affect the requirements for police service.

Population

In the 1960 census the population of the city was 18,722 and by 1965 was estimated to be 20,400. Sault Ste. Marie is the center of the trading area in the eastern portion of the Upper Peninsula of Michigan and its commercial establishments attract traffic from the surrounding communities. Personnel from nearby Kincheloe Air Force Base and students enrolled at the Sault Branch of Michigan Technological University increase the number of people and automobiles with which the police have to deal throughout the year. In addition, a community planning report prepared for the city in 1963 indicates that approximately 560,000 tourists visit the locks and ship canal on the St. Mary's river each year during the six months of the tourist season. As access to the locks is limited to the two major central business district thoroughfares, this traffic has a direct impact on the assignment of police personnel.

Geography

The city includes within its corporate limits a relatively large land area in-relation to the population. In addition to a relatively high-density residential and light commercial area immediately surrounding the central business and industrial district near the locks, there are residential and commercial neighborhoods clustered along the river and the Interstate 75 business route. The remainder of the land area is sparsely populated and rural in nature. (See Figure 1). The distance from the eastern to western city limits on the south is approximately eight miles, and the distance from the river south to the city limits on the main traffic artery is nearly three miles. The land use pattern and relatively long travel distances required make it impractical to render urban type patrol service to any area except the core area as indicated in Figure 1. Police service in the outlying sections can only be provided on a called-for basis.

Police Activity

In order to illustrate the nature of the crime problem in Sault Ste. Marie and the Volume of crime by type, police reports were analyzed for the 12 months from September, 1964, through August, 1965. The complete tabulation of actual offenses reported to the police are contained in Table 2.

Crime

The Uniform Crime Reporting System which was developed by the International Association of Chiefs of Police and the Federal Bureau of Investigation is a system for compiling crime data on a comparable basis from all cities in the United States. The "Crime Index" consists of those crimes which are most likely to be reported to the police--murder, rape, aggravated assault, robbery, burglary, larceny over \$50, and auto theft. The "Crime Rate" is the number of Index Crimes per 100,000 population. The crime rate for Sault Ste-Marie for the 12 months from September, 1964, through August, 1965, is compared below to the annual crime rate for all U. S. cities and all Michigan cities in 1964. This comparison is not intended for the purpose of comparison of the effectiveness of police departments, but rather to illustrate the comparative crime problem.

Table 1

Crime Rate Comparison - Sault Ste. Marie to Michigan Cities and All U. S. Cities

<u>Offense</u>	<u>Crimes per 100,000 Population for 12 Months</u>		
	<u>Sault Ste. Marie</u>	<u>All Michigan Cities*</u>	<u>All U. S. Cities*</u>
Murder	---	3.3	4.8
Rape	9.8	16.8	10.7
Robbery	4.9	67.8	53.4
Aggravated Assault	29.4	112.7	96.6
Burglary	333.3	642.0	580.4
Larceny over \$50	294.1	409.5	368.2
Auto Theft	240.2	259.5	242.0
Total Index Crime Rate	911.7	1,531.6	1,361.1

*Source: Uniform Crime Reports, 1964, Federal Bureau of Investigation.

Table 2
 Sault Ste. Marie Police Department
 Offenses Reported* to the Police by Category by Month
 September 1964 through August 1965

	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>Total for 12 Months</u>
Criminal Homicide	---	---	---	---	---	---	---	---	---	---	---	---	---
Rape	1	---	---	---	---	---	---	1	---	---	---	---	2
Robbery	---	---	---	---	---	---	---	1	---	---	---	---	1
Aggravated Assault	3	---	2	---	---	---	---	---	---	---	---	1	6
Burglary	2	10	5	7	7	1	3	6	10	4	10	3	68
Larceny over \$50	4	7	3	6	4	5	---	6	7	4	10	4	60
Auto Theft	3	4	4	1	2	9	1	1	1	4	6	13	49
Total Index Crime	10	24	12	16	13	4	15	18	12	26	12	21	186
Manslaughter by Negligence	---	---	---	---	---	---	---	---	---	---	---	---	---
Larceny \$50 and under 49	40	27	24	13	10	18	20	32	57	61	35	386	
TOTAL PART I OFFENSES	59	64	39	40	26	25	22	35	50	69	87	56	572
Common Assault	4	8	5	9	3	2	5	1	3	2	3	3	48
Forgery & Counterfeiting	---	---	---	1	1	---	---	---	1	---	1	---	4
Embezzlement & Fraud	---	6	---	2	2	---	---	1	4	---	2	1	18
Carrying Concealed Weapons	1	---	---	1	---	---	1	---	---	1	---	2	6
Sex Offenses	---	---	1	---	---	---	1	---	1	1	---	---	4
Offenses against Family & Children	---	---	1	---	---	---	---	---	1	---	---	3	1
	6												
Narcotic Drug Law Violations	---	---	---	---	---	---	---	---	1	---	---	---	1
Liquor Law Violations	5	6	1	2	5	1	4	10	2	4	9	---	49
Drunkenness	11	20	17	14	14	6	6	10	15	20	15	11	159
Disorderly Conduct	12	11	18	1	10	8	10	10	8	14	11	6	119
All Other Offenses	51	59	40	27	28	20	31	44	46	29	65	38	478
Part II Excluding Traffic	84	111	82	57	63	37	58	78	80	71	109	62	892
Total Traffic & Parking**	546	515	510	853	779	552	912	533	473	659	617	520	7,469
TOTAL PART II OFFENSES	630	626	592	910	842	589	970	611	553	730	726	582	8,361
TOTAL REPORTED OFFENSES	689	690	631	950	868	614	992	646	603	799	813	638	8,933

*Unfounded reports of offenses not included.

**Includes driving under the influence of liquor.

Source: Police Department Reports on Offenses, and Department Monthly Statistical Report to the F.B.I.

The crime rate comparison shows a substantially lower total index crime rate in Sault Ste. Marie than for Michigan cities and for all U. S. cities. Especially significant is the fact that the rate of crimes against persons--murder, rape, robbery and aggravated assault--in Sault Ste. Marie is only 20 percent of the Michigan rate and 26 percent of the national rate, for cities. Crimes against property--burglary, larceny over \$50, and auto theft--were 66 percent of the Michigan rate and 73 percent of the national rate for cities.

Arrests and Crime Clearances

One of the standard devices for determining effectiveness of police investigative functions is the “clearance rate” that is, the percentage of total crimes which have been solved by the police. Clearance rates are determined by relating the number of crimes committed within a given period to the number of cases solved within the same time period. It is possible, therefore, for the clearance rate for any given crime to exceed 100 percent in a given period.

A 12-month rate of clearance by type of crime is presented in Table 3, and the clearance rate for Sault Ste. Marie is compared with all U. S. cities with populations between 10,000 and 25,000.

Table 3

Crime Clearance Rate for 12-Month Period
Sault Ste. Marie and All Cities from 10,000 to 25,000 Population

<u>Offense</u>	<u>Sault Ste. Marie</u>	<u>All U. S. Cities** (10,000 - 25,000 pop.)</u>
Murder	*	36.8
Rape	0.0	79.8
Robbery	0.0	44.0
Aggravated Assault	183.3	84.1
Burglary	36.7	27.0
Larceny over \$50	21.7	19.0
Auto Theft	38.7	43.6

* - No crimes reported in category.

** - Source: Uniform Crime Reports, 1964, Federal Bureau of Investigation.

Because of the numerical insignificance of the rape and robbery offenses the fact that the clearance rate is nil has minimal significance in comparison to other cities. However, it should be noted that the only other offense for which Sault Ste. Marie has a lower clearance rate than cities in its population class is auto theft. The department should give special attention to the auto theft problem, especially to thorough investigation in cases where stolen cars are recovered and there may be an opportunity to obtain physical evidence from the car itself.

Tables 4, 5, and 6 were compiled during the course of the survey to measure activity and the accuracy of the crime reporting system. They are presented here only as items of interest. One item of significance is the data in Table 5 which indicates that 40.7 percent of the persons arrested for all offenses excluding traffic and parking violations were under the age of 18.

Table 4

Sault Ste. Marie Police Department

Part I Offenses Cleared by Arrest by Offense by Month

September 1964 - August 1965

<u>Offense</u>	Total Offenses <u>Reported</u>	<u>1964</u>				<u>1965</u>								Cases Cleared <u>by Type</u>	Total Percent Cleared <u>by Type</u>
		<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>		
Homicide	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Rape	2	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Robbery	1---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Aggravated															
Assault	6	---	3	---	2	---	---	---	---	2	1	2	1	11	183.3
Burglary	68	1	4	---	---	6	1	---	5	2	2	3	1	25	36.7
Larceny over \$50	60	1	4	---	1	---	---	---	---	1	1	4	1	13	21.7
Auto Theft	49	2	3	1	1	1	6	---	1	---	---	2	2	19	38.7
TOTAL INDEX															
CRIME	186	4	14	1	3	8	7	---	6	5	4	11	5	68	36.5
Manslaughter by															
Negligence	--	--	--		--	--	--	--	--	--	--	--	--	--	--
Larceny \$50 and															
Under	386	16	9	3	5	11	2	4	6	7	17	25	6	111	28.7
TOTAL PART I	572	20	23	4	8	19	9	4	12	12	21	36	11	179	31.2

Source : Police Department Monthly Statistical Report to the F.B.I.

Table 5
Sault Ste. Marie Police Department
Number of Persons Arrested and Charged by Offense by Month: September, 1964-August, 1965
(Traffic* & Parking Arrests and Charges Not Included)

Charges	1964				1965								12 Month Total
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	
Criminal Homicide	--	--	--	--	--	--	--	--	--	--	--	--	--
Rape	--	--	--	--	--	--	--	--	--	--	--	--	--
Robbery	--	--	--	--	--	--	--	--	--	--	--	--	--
Aggravated Assault	--	3	--	1	--	--	--	--	--	--	--	1	5
Burglary	--	4	--	--	2	2	--	3	1	4	2	3	21
Larceny	17	23	1	7	6	--	2	5	12	35	33	7	148
Auto Theft	1	9	2	1	--	.11	--	1	--	--	2	3	30
Assault, Common	--	3	--	5	2	1	3	--	--	--	--	2	16
Forgery	--	--	--	--	1	--	--	--	--	--	--	1	2
Embezzlement	--	1	--	--	1	--	--	--	2	--	1	1	6
Buying & Receiving Stolen Property	--	1	--	--	--	--	--	--	--	2	--	1	4
Concealed Weapons	--	--	--	--	--	--	--	--	--	1	1	--	2
Sex Offenses	--	--	1	--	--	--	10	--	--	1	--	--	12
Offenses vs. Family & Children	--	--	--	--	--	--	--	--	--	--	--	--	1
Narcotic Drug Law Violations	--	--	--	--	--	--	--	--	--	--	--	--	--
Liquor Law Violations	10	11	5	2	6	--	3	15	4	7	11	8	82
Drunkenness	11	22	16	10	9	8	10	9	17	19	16	11	158
Disorderly Conduct	1	3	4	2	2	--	6	6	3	4	10	2	43
All Other Offenses	12	10	6	4	7	7	3	19	16	7	18	20	129
Total Persons Arrested and Charged	52	90	35	32	36	30	37	58	55	80	94	60	659
No. Juveniles Included in Totals	22	34	10	5	8	11	27	28	16	45	34	28	268
Juveniles as % of total persons charged	42.3%	37.8%	28.6%	15.6%	22.2%	36.7%	73.0%	48.3%	29.1%	56.3%	36.2%	46.7%	40.7%

*Driving under the influence of liquor included with traffic arrests. (See Table 6 for detail of traffic and parking enforcement.)

Source: Police Department Monthly Statistical Report to the FBI.

Table 6

Sault Ste. Marie Police Department
Traffic and Parking Enforcement by Month for 12 Months

<u>Month</u>	<u>Traffic Arrests and Summonses Issued*</u>	<u>Parking Violation Notices Issued</u>	<u>Total Traffic and Parking Violations</u>
Sept., 1964	119	427	546
Oct., 1964	142	373	515
Nov., 1964	88	422	510
Dec., 1964	84	769	853
Jan., 1965	75	704	779
Feb., 1965	71	481	552
March, 1965	87	825	912
April, 1965	107	426	533
May, 1965	116	357	473
June, 1965	93	566	659
July, 1965	129	488	617
Aug., 1965	<u>163</u>	<u>357</u>	<u>520</u>
Totals	1,274	6,195	7,469

*Includes arrests for driving while under the influence of liquor.

Source: Police Department Monthly Reports.

CHAPTER II

POLICE DEPARTMENT EXPENDITURES AND PERSONNEL

Police department expenditures for the five fiscal years from 1961-62 through 1964-65, and the current (1965-66) budget are presented below in Table 7. For three years following 1961-62, police department total expenditures decreased each year, while salary expenses increased slightly. During that period, salary expenses ranged from 80.0 percent to 88.7 percent of total police expenditures. In the 1965-66 budget, which marks the first budget increase during the five year period, salary appropriations accounted for \$19,350 of the total police budget increase of \$31,130. Most of the remainder of the increase is accounted for in larger appropriations for uniforms and personal equipment (e.g., revolvers, etc.), increased cost of motor vehicle operation, and acquisition of equipment. With increased salaries for the force, and the increase of one man to the department, salaries account for 34.8 percent of the total police budget for the current year.

Comparison of police expenditures in Sault Ste. Marie with police expenditures in all cities in the same population class (10,000 to 25,000) shows that per capita expenditures in 1964-65 were 44 percent lower in Sault Ste. Marie than the average for all cities, and that salaries accounted for a much higher percentage of total cost in Sault Ste. Marie than was the case nationally.

Table 7

Sault Ste. Marie Police Department
Annual Budgets
Fiscal Years July 1, through June 30

<u>Purpose</u>	<u>1965-66</u>	<u>1964-65</u>	<u>1963-64</u>	<u>1962-63</u>	<u>1961-62</u>
Salaries	\$177,750	\$158,400	\$158,120	\$160,471	\$155,404
Training	1,850	1,850	1,000	1,354	3,137
Communications	4,000	4,100	4,100	4,602	4,296
Custody of Prisoners	1,800	1,800	1,800	1,492	2,180
Uniforms & Equipment	7,000	2,800	3,000	3,062	6,742
Auto Operation*	5,000	4,000	7,850	14,614	11,846
Travel & Memberships	1,280	850	450	527	674
Misc. Supplies & Expense	1,250	1,100	1,050	1,061	2,456
Auxiliary Police Supplies	900	600	600	546	249
Total Non-Salary	23,080	17,100	19,350	27,258	31,580
Capital Outlay	3,800	3,000	7,200	273	3,375
Total Budget	209,630	178,500	185,170	188,002	190,359
Salaries as Percent of Total Budget	84. 8%	88.7%	80.0%	35.4%	31.6%

*Prior to fiscal 1963-64 automobiles were leased and total lease-operating cost was charged to this item.

Source: City of Sault Ste. Marie Budget Estimates.

Table 8

Comparison of Police Expenditures Per Capita in All Cities
from 10,000 to 25,000 Population to Per Capita
Expenditures for Police in Sault Ste. Marie*
1964-65 Fiscal Year

	<u>Salaries Per Capita</u>	<u>Total Police Expenditures Per Capita</u>	<u>Salaries as Percent of Total Expenditures</u>
All Cities-10,000-25,000	\$11.15	\$15.61	71.4%
Sault Ste. Marie	7.76	8.75	88.7
Sault Ste. Marie-1965-66 (Budgeted)	8.71	10.28	84.8

*Estimated 1965, population: 20,400.

Source: Municipal Year Book, 1965, International City Managers Association.

The significance of the high percentage of the total police budget expended in salaries in Sault Ste. Marie compared to all other comparable size cities is the fact that less emphasis has been placed in Sault Ste. Marie on the necessity for facilities, training and equipment to achieve the most effective use of the manpower available.

It is understandable that the city, faced with declining general fund revenues, would look to non-salary expenditure reductions as the means to economies. While this may achieve the short-term goal of balancing the budget, it may be the most expensive alternative in the long run. The personnel of a police department, besides being the largest item of expenditure, are its most valuable asset. Training, proper equipment and facilities, and a professional motivation (often the result of training) enables any given number of policemen to more effectively perform each of their tasks from routine patrol to the most complicated criminal investigation.

Perhaps the most significant point in the review of the police budgets for the past five years is the fact that less than one percent of the total police expenditures were for training.

Personnel

The current police department budget (1965-66) provides for a personnel complement of 29 full-time employees and one part-time employee working half-days. This represents an increase of one patrolman position over the previous fiscal year, for the purpose of assigning one officer full-time to juvenile activities. This new position had not been filled at the time of the survey, and one other-patrolman position was vacant due to a resignation in June, 1965. While the authorized strength of the department was 29, the actual strength during the period this survey was being conducted was 27.

At authorized strength, the number of police employees per thousand population in Sault Ste. Marie would be slightly less than the median number for all cities from 10,000 to 25,000 population.

Table 9

Comparison of Number of Police Employees Per Thousand Population in Cities 10,000 to 25,000 Population and Sault Ste. Marie

	<u>Lowest</u>	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>	<u>Highest</u>
All Cities (10,000-25,000)	0.38	1.24	1.50	1.82	8.73
Sault Ste. Marie*			1.45		

*Current authorized personnel: 29 full-time, 1 part-time = 29½ .

Source: Municipal Year Book, 1965, International City Managers Association.

While the above table illustrates the strength of the Sault Ste. Marie police department in relation to departments in cities of comparable size, the impact of Kincheloe Air Force Base personnel, the local campus of Michigan College of Mining and Technology, and the more than half-million tourists annually increase the requirements of police service over what might normally be expected of a city of 20,400.

Duty Assignments

Assignments of personnel by function and rank, and salaries by rank and time in grade are illustrated in the following table.

Table 10

Sault Ste. Marie Police Department
Table of Organization and Salary Schedule
 October 1, 1965

<u>Function</u>	<u>Number Position Title</u>	<u>Number Authorized Positions</u>	<u>Positions Filled*</u>	<u>Salary</u>
Administration and Records	Chief of Police	1	1	\$7,500
	Captain	1	1	7,200
	Policewoman-Clerk	1	1	3,600
	Clerk-Part Time	½	½	1,320
Platoon Command	Lieutenant	1	1	6,800
* -----				
Supervision and Communications	Sergeant	5	5	6,200 after 1 yr. in grade
		2	2	6,000 for 1st. yr. in grade
Investigation	Detective	2	2	5,900 ¹
Juvenile	Juvenile Officer Investigation	1	1	5,900 ²
Patrol	Patrolmen	16	14	5,700 after 7 yrs. service 5,400 5th, 6th, & 7th yrs. service 5,100 2nd, 3rd, & 4th yrs. service 4,300 1st year of service
Parking Meter Enforcement	Meterman	1	1	5,400
Total Full-Time Personnel		29	27	
Part-Time Equivalent		½	½	

*All personnel below--receive overtime and holiday pay. (See Appendix A)

¹Detectives receive clothing allowance of \$200 per year in addition to their regular salaries.

²Juvenile officer receives clothing allowance of \$100 per year in addition to his regular salary.

Source: Police Department payrolls, employee- contract, interview with Chief of Police.

Personnel Profile

The personnel records of the department were examined to determine the characteristics of the men who make up the police force. (It should be noted here that the records, which are maintained by the chief of police, were found to be complete and current.) The records of the captain, lieutenant, sergeants, detectives, juvenile officer and patrolmen were analyzed. The chief, meterman, policewoman and clerk were excluded for the reason that they are neither in the promotional system nor are they selected or evaluated on the same basis as the regular officers.

In profile (that is, selecting the median characteristics of the force in each of several categories) the typical Sault Ste. Marie police officer is 36.5 years of age, has been in the department 10.5 years, was 26.5 years of age at the time of his appointment, had completed 12 years of formal education and was previously employed as A skilled or semi-skilled laborer. (Frequency distributions of age, years of service in the department, age at time of appointment, educational attainment, and former employment, together with the ranges and arithmetic means are presented in Table 11.)

Age distribution indicates a relatively young force, in spite of the practice of appointing at an average age of over 26 years. Personnel turnover has not been a problem until the last two years, as indicated by the length of service analysis. Of the six positions vacated in the past two years, one was due to death, the remaining five due to resignations. Of the five who resigned, three left the police department to become plant protection guards in private industry at a higher salary, and two resigned to go into private business. At the present time several officers have applications pending with the Michigan State Civil Service Commission for positions in the state police, department of conservation, or other law enforcement agencies. Local police departments in Michigan, notably Flint, are conducting state-wide recruiting drives offering higher salaries to policemen than are presently paid in Sault Ste. Marie. If personnel turnover continues at the rate experienced in the last two years, replacement and training of personnel will become an acute and expensive problem.

The number of years of formal education completed ranges from nine to 15, as shown in the frequency distribution table. The median number of years completed (12) is higher than the median of 10.6 years reported in the 1960 census for males in Sault Ste. Marie.

In short, the police department now has, and is competing in the labor market for, young, healthy, skilled or semiskilled men whose educational attainment is somewhat higher than the community median, and whose personal backgrounds are unquestionable. The present personnel profile of the department is a compliment to the city and to the administrators of the police department

Table 11

Sault Ste. Marie Police Department Personal Characteristics of Members of the Police Force
(Excludes Chief of Police, Meterman, and Policewoman-Clerk)
As of September 28, 1965

		Present Age of Officers																
Attained Age		25	26	27	29	30	31	32	35	36	37	38	41	44	46	48	51	52
No. in Group		1	1	1	2	1	2	2	1	1	2	1	1	2	2	1	1	2
		Lowest 25				Median 36.5					Highest 52				Mean 37.45			

		Years of Service in Department														
Yrs. to nearest yr.		1	2	5	7	8	10	11	12	13	14	17	18	24		
No. in Group		5	1	1	1	3	1	2	1	2	1	1	1	3	1	
		Lowest 1				Median 10.5					Highest 26				Mean 10.83	

		Age at Appointment to Department											
Age		21	23	24	25	26	27	28	29	30	31	32	
No. in Group		2	1	3	3	3	2	3	2	3	1	1	
		Lowest 21			Median 26.5				Highest 32			Mean 26.63	

		Years Formal Education Completed							
Years Completed		9	10	11	12	13	14	15	
No. in Group		2	1	3	12	3	2	1	
		Lowest 9		Median 12			Highest 15		Mean 11.96

		Former Employment			
Type Employment		Professional	Skilled Trade	Sales & Clerical	Labor (skilled & semi skilled)
No. in Group		1	3	6	14

Source: Police Department Personnel Records.

Salaries and Benefits

The present salary schedule for the police department was presented in Table 10. While this report will make no specific recommendations as to salaries, it was felt that, in view of the recent increase in resignations and increasing competition by other law enforcement agencies for experienced police officers, some comparative analysis should be made.

The police department competes most directly for personnel with the local community. As is true in most police departments, previous experience as a police officer is not a requirement for appointment and, therefore, the police chief must look to the general labor market for recruits. The current city of Sault Ste. Marie salary and wage schedule for nonprofessional and non-technical employees was compared to the salary schedule for police officers. In making this comparison, an annual salary was computed from hourly rates based on 2,080 hours per year. These annual rates were then adjusted to indicate the annual salary provided in the city schedule for employees whose work was other than day work. The present city schedule provides for five cents per hour above the regular rate for afternoon or night work. Based on a recommendation made in this report regarding shift scheduling, premium pay for afternoon and night work was estimated for 78 percent of the total hours worked, or \$81.12 annually. An adjusted annual rate for city positions was calculated to illustrate the annual salary which would be paid to several classes of city employees whose hours of work were the same or comparable to police officers. This data is presented in Table 12.

Using the “adjusted annual rate” for comparison, a recruit police officer is paid at an annual rate which is \$128 less than that paid for common labor and \$694 less than the rate for skilled labor. The police salary rate for patrolmen following the one-year “probationary” salary is still only six dollars higher than the rate for skilled labor.

Table 12
Comparison of Police Salaries to City Hourly Rated Employees Sault Ste. Marie

Hourly Rated Employees				Police Officers	
Job Title	Hourly Rate	Annual Rate ¹	Adjusted Annual Rate ²	Rank & Time in Grade	Salary
Laborer, Common	\$2.09	\$4,347.20	\$4,428.32	Ptlmn. (1 yr.)	\$4,300.00
Laborer, Semi-skilled Watchman	\2.21 /	4,596.80	41677.92	Ptlmn. 2, 3, 4 yrs.	5,100.00
Garage Custodian	2.34	4,867.20	4,948.32	Ptlmn. 5, 6, 7 yrs.	5,400.00
Laborer-Skilled Maintenance man	\ /2.41	5,012.80	5,093.92	Ptlmn. over 7 yrs.	5,700.00
Maintenance man-Water Light Equipment Opr. Asst. Mechanic Boilerman Salt Conveyor Road Work Helper	\ 2.48 /	5,158.40	5,239.52		
Meter reader-Water	2.55	5,304.00	5,385.12		
Asst. Cemetery Sexton	2.68	5,574.40	5,655.52		
Stockman Mechanic Pipefitter Backhoe Operator Water Meter Repair	\ 2.72 /	5,657.60	5,738.72		
Heavy Eqmt. Operator Read Mechanic Blacksmith Night Mechanic Head Meterman-Water Optr., Water Pump Sta. Sewage Plant Operator	\ 2.78 /2.94	5,782.40	5,863.52		
		6,115.20	6,196.32		

¹Annual rate based on 2,080 hours per year.

²Hourly rated employees receive \$.05 per hour extra for night work. This column is adjusted to compare hourly rated employees working 2,080 hours per year, of which 73 percent would be night work. Annual amount of extra pay, based on recommended police schedule would be \$81.12.

Source: City Employee Contract Agreement, July, 1965.

Since the State of Michigan and local police are competing actively for experienced and qualified police, the following table was prepared to illustrate the salaries being paid in the competitive departments.

Table 13

Salaries Paid by the State of Michigan and Flint, Michigan
Police Departments to Patrolmen

<u>Department</u>	<u>Salary at Appointment</u>	<u>Highest Salary Paid Patrolmen</u>
Michigan State Police	\$5,387	\$7,767
State Conservation Department	6,285	7,767
State Liquor Commission	6,285	7,767
Flint Police Department	5,810	6,779

Sources: Compensation Manual, Michigan State Civil Service Commission, 1965. Municipal Year Book, International City Managers Association, 1965.

Table 13 is included for the purpose of illustrating the salaries paid by those departments which are recruiting most vigorously for qualified applicants.

In Table 14 the beginning and maximum salaries paid to policemen in Michigan cities with populations from 10,000 to 25,000 is analyzed by area. The state was divided into three comparison areas as follows:

Area #1 is the Detroit Standard Metropolitan Statistical Area.

Area #2 is the portion of the Lower Penninsula below the Bay City line not in the Detroit metropolitan area.

Area #3 is the Upper Penninsula and the Lower Penninsula above the Bay City line.

Table 14

Comparison of Beginning Salaries for Patrolmen in Sault Ste. Marie
to Michigan Cities 10,000 to 25,000 Population by Area

<u>Area</u>	<u>No. of Cities</u>	<u>Lowest</u>	<u>Median</u>	<u>Highest</u>
#1	15	\$5,070.00	\$5,552.00	\$6,932.00
#2	12	4,342.00	4,792.50	5,007.00
#3	8	3,930.00	4,450.50	4,849.00
All Cities	35	3,930.00	4,950.00	6,932.00

Sault Ste. Marie = \$4,300.00

Comparison of Maximum Salaries for Patrolmen in Sault Ste. Marie
to Michigan Cities 10,000 to 25,000. Population by Area

<u>Area</u>	<u>No. of Cities</u>	<u>Lowest</u>	<u>Median</u>	<u>Highest</u>
#1	15	\$5,876.00	\$6,372.00	\$6,932.00
#2	12	4,818.00	5,407.00	5,816.00
#3	8	4,230.00	4,346.00	5,700.00
All Cities	35	4,230.00	5,694.00	6,932.00

Sault Ste. Marie = \$5,700.00

Source: Municipal Year Book, 1965, International City Managers Association.

In establishing police salaries there is one important consideration that must be taken into account. That is, a police officer, from the newest recruit to the highest rank in the department, is required to exercise considerable discretion each and every time an incident occurs. It is neither possible to lay down a set of regulations and procedures which will provide an absolute guide for each individual incident nor to provide constant supervision and on-the-spot review and evaluation of each police action. For those reasons, a police officer is “on his own” for the greater part of his working time. Established procedures, intensive training and vigorous supervision and review will help insure that each officer can and does exercise his authority properly, but will not decrease the discretionary power that is inherent in a policeman’s job. If there is a single reason that a police officer should be recruited trained, evaluated and treated as a professional rather than a skilled tradesman, it is because of the awesome authority which he exercises in his routine duties.

In establishing salaries for officers above the rank of patrolman, consideration must be given to the increased responsibility placed on each rank. Second, since the city pays overtime and holidays to patrolmen and sergeants, but not to the chief, captain or lieutenant, the salaries of the latter should be established at a rate which will ensure that under normal circumstances their pay is higher than that of their subordinates.

Department payroll records for fiscal 1964-65 show that patrolmen were paid \$76,840.44 in regular salaries and \$7,566.36 in overtime and holiday pay- On the average, patrolmen receive 9.8 percent more than their regular salaries in overtime and holiday pay. During the same period, sergeants averaged 5.8 percent more than their regular salaries in overtime and holiday pay. At the present salary schedule, sergeants at the same rate of overtime would average \$6,596 in total salaries and overtime pay, compared to \$6,800 for the lieutenant. The difference, therefore, between the “real” pay for the lieutenant and sergeants is only 3.1 percent.

Uniforms and Other Benefits

(See also Appendix A)

The department furnishes the complete uniform to all officers and pays detectives and the juvenile officer a clothing allowance. The department furnishes a service revolver for regular duty and a detective special to be carried off-duty. Uniforms are replaced as necessary, and a cleaning service provides for cleaning one paid of trousers each week for each man.

The city participates in a group health insurance program by paying eight dollars per month for each member of the department. Fifteen days sick leave are allowed each year and can be accumulated up to 60 days. Double the regular hourly rate is paid for the seven recognized holidays.

The policemen are covered under the retirement provisions of Public Act No. 345 of the State of Michigan, and under Workmen’s Compensation. There is no department sponsored or paid life insurance.

Vacations are granted as follows:

After one year of continuous service--one week vacation
Two through ten years of service--two weeks vacation
Eleven through 20 years of-service--three weeks vacation
After 20 years of service--four weeks vacation

CHAPTER III

POLICE DEPARTMENT ORGANIZATION

The basic purpose of the police force is to assure to the citizens of Sault Ste. Marie the safety of their persons and property against criminal injury. Essentially, therefore, the police task is one of prevention-- prevention of crime, prevention of accidents, and the prevention of disorder.

Insofar as they are unable to prevent crime they are charged with the responsibility to investigate, to apprehend the wrongdoer, and to make available to the judicial and prosecuting authorities an objective, factual presentation when any arrest is made. Insofar as they are unable to prevent accidents they are charged with the responsibility of assisting the injured, investigating the circumstances, and if circumstances so dictate, arresting those responsible for the accident.

Crime prevention is the result of many police operations. Continuous routine patrol of the city decreases the opportunity for crimes on the street, burglaries and auto theft. Enforcement of the liquor laws, curfew ordinances, and prohibiting drunkenness and disorderly conduct may, in fact, reduce the opportunities or conditions which lead to more serious offenses.

Fair, impartial, and consistent enforcement of traffic laws will, over a period of time, produce driving habits which minimize traffic hazards and reduce accidents. Prompt and vigorous action to suppress vice and disorderly conduct may prevent crimes of violence.

The legitimate functions to which the police should direct their energies and resources are the enforcement of compliance with the law, the investigation of violations of the law, and the apprehension and presentation for prosecution of offenders. Any functions or services performed by the police not directly related or necessary to these functions reduce the effectiveness of the police in the execution of their basic responsibility.

Relationship of Police Department to General City Government

The City of Sault Ste. Marie is governed by a city commission, consisting of a mayor and seven commissioners, elected at-large. As the legislative authority for the city, the commission determines the policies of the city government, establishes the annual budgets, and appoints a city manager to direct the administrative services of the city government.

The city charter authorizes the city manager to appoint certain administrative officers of the city, each of whom is directly and solely responsible to the manager and serves at the pleasure of the manager. The chief of police of the city is one of the administrative officers authorized in the charter.

The charter provides that the city manager may, in the absence of charter or ordinance provisions to the contrary, prescribe the duties and responsibilities of the administrative officers. It also provides for the employment of departmental personnel by the heads of the several departments. There are no further charter provisions dealing with the powers, duties, responsibilities or organization of the police department itself.

The broad policy requirements of the commission regarding the police service are set forth in the city code, which prescribes in general terms the authority of the chief of police and the department, and authorizes the organization of an auxiliary police service under the direction and control of the chief of police.

There are no advisory committees or review boards dealing with the police department, and both the charter and city code vest in the chief of police clear and undiluted authority over the police force and make the chief answerable to the city manager only.

Departmental Command

The authority and responsibility for the police function in Sault Ste. Marie is placed in the office of the chief of police. The chief, through the establishment of the police organization, may delegate the performance of duties to subordinate officers, but he cannot delegate the responsibility for assuring proper performance. He delegates the authority to make arrests, but not the responsibility for the propriety of arrests. In the final analysis, the chief of police is responsible for the official acts of the entire police department, including the actions of each and every one of its members.

It is the chief of police who establishes the enforcement, investigative, and service policies of the police department. It is the chief who determines the extent of the total police effort that will be expended on the various police functions; it is he who commits the department resources to these functions; and it is he who must account for their proper execution.

The command structure of the department should accomplish three cardinal objectives for the chief:

First, it should provide for the orderly and authoritative delegation of duties from superior to subordinate officers through statements of policy, rules and regulations, orders and directives, and duty assignments.

Second, it should provide for inspection, review, and evaluation of the performance of duties; the execution of policy; compliance with the rules and regulations; and the effectiveness of the department in achieving its objectives.

Third, it should provide a framework for the correction of internal deficiencies in performance, restatement of policy to meet changing conditions reevaluation of methods and procedures, discipline for prohibited practices, and recognition of exceptional performance.

To accomplish these objectives, the chain of command must be clear, unambiguous, and avoid overlapping and conflicting delegation of duties, authority, and responsibility.

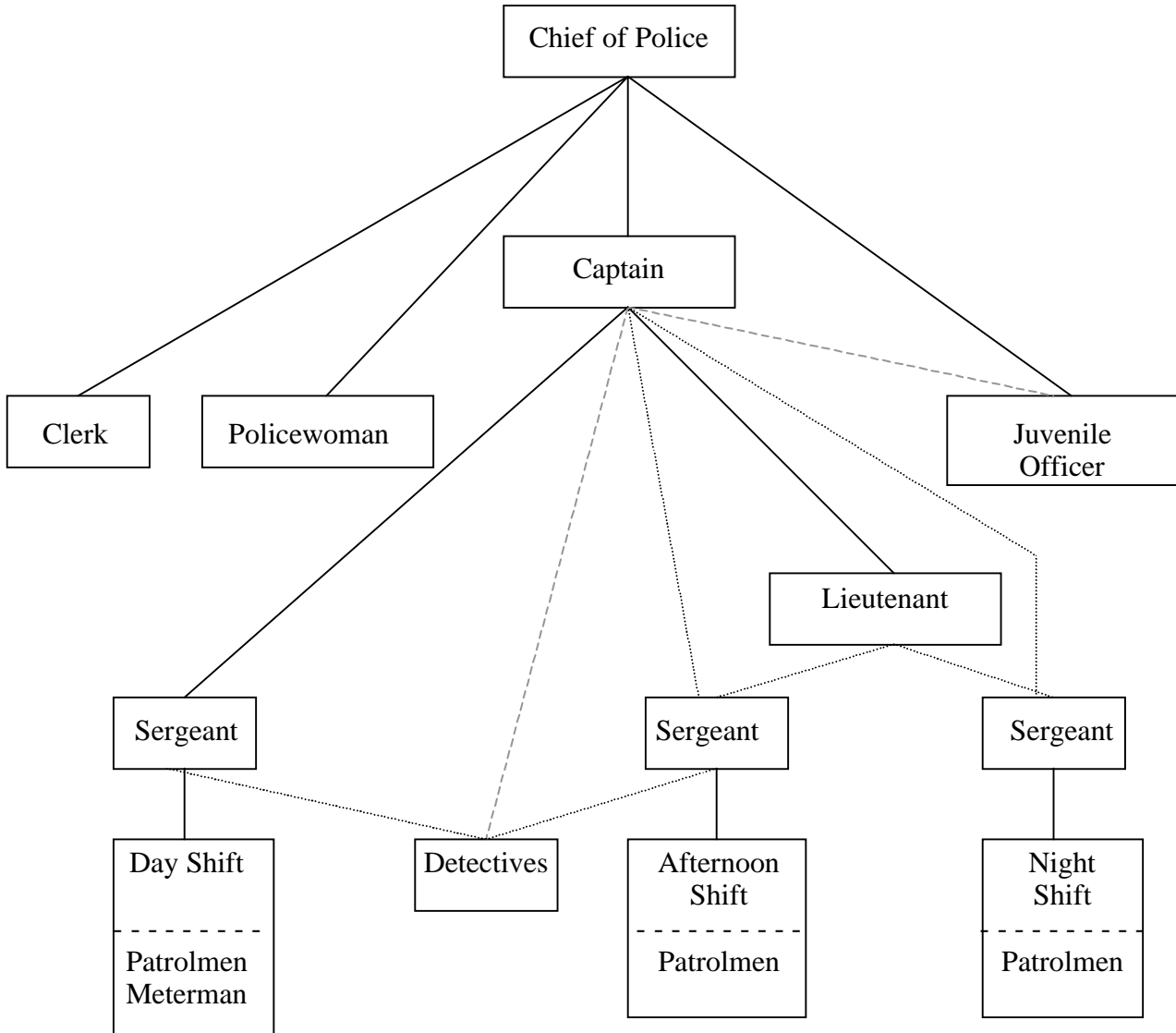
Chain of Command

The departmental chain of command as formally stated in the departmental general order is a vertical succession from the chief of police through the captain to the lieutenant, with supervisory authority over the police shifts resting primarily in the sergeants. In actual practice, the three-shift operation, the practice of using sergeants during the night as patrol officers in scout cars, and the assignment of staff and service duties to various personnel, have diffused the chain of command, and responsibility for assuring performance is somewhat difficult to place.

The organization chart in Figure 2 illustrates the chain of command as it presently operates.

Figure 2

Sault Ste. Marie Police Department
Existing Command Structure



- Direct full-time authority
- Supervisory authority for partial shift
- - - - Assignment of cases

The lack of clear definition of authority and responsibility as illustrated by the figure above is the result of the following factors:

First, there is no clear statement of the relationship of the chief of police and the captain vis s vis shift command, detective supervision, juvenile officer supervision, staff functions or discipline.

Second, since there is only one lieutenant, his duty assignment covers the hours from 7 p.m. to 3 a.m. and overlaps the afternoon and night shifts. This additional level of command for two partial watches changes the relationship and the duties of the sergeants assigned to those two watches during each watch.

Third, while the chief and the captain assign cases and duties to the two detectives, the department orders and practice make the sergeant on duty responsible for their supervision. (This concept is less clear as regards the juvenile officer.)

Fourth, the supervisory duties of the sergeants, and to some extent even the lieutenant are not clearly defined or understood. (The union contract, while excluding foremen and supervisory employees in other departments of the city from union membership, makes no such supervisory role distinction regarding police sergeants.). As will be seen in the summary of present duties of sergeants, their supervisory role is minimized by their duty assignments.

Because the department is relatively small, close inter-personal relationships tend to ameliorate some of the ambiguities in the chain of command. These interpersonal relationships, however, tend at the same time to make difficult any objective appraisal and evaluation of subordinates by superiors. This is increasingly true at the lower levels of supervision.

Platoon Command

At the present time, the captain spends the greater part of his time performing administrative and records duties, even though he is technically the commanding officer of the day shift. Almost no report review and preparation is made by the shift sergeants or the lieutenant, especially in the area of daily departmental crime and happening summaries. Continuous tabulation and summarization of activities by the officer in charge of each shift would -reduce the periodic paper-work loads placed on the captain, and would provide the captain and the chief with "morning reports" which could be used both for review and planning.

During his tour of duty each day, the lieutenant is assigned to the station as the desk officer. He operates the department communications systems, books prisoners, reviews incident reports and assigns personnel to their beats and posts. He has no opportunity as a regular routine to observe the police operations on the street. The rank of lieutenant is generally recognized in police departments as the first command rank; that is, the lowest rank to which substantive powers of management discretion are delegated from the chief of police, and the lowest rank with a predominately management orientation. A lieutenant, in a small department, should observe the performance of the policemen on the street, he should inspect taverns, pool halls, dance halls, theaters, and other public places. He should watch for indications that traffic regulations are not being enforced in hazardous locations. He should be alert for signs of commercialized vice,

narcotics, and illegal liquor sales. To accomplish these duties, the lieutenant should be on the street as much of his shift as possible.

At the present time, sergeants are assigned desk and communications duties on the day watch, and for the portions of the afternoon and night watch when there is no lieutenant on duty. While they are presumed to be the supervisor of the patrolmen, they have no opportunity to leave their station assignment to personally observe and inspect. When the lieutenant begins his tour of duty at 7:00 P.M., the sergeant on duty is assigned to a scout car with a patrolman. Therefore, during the only times that the sergeant has on the street, he performs the duties of a patrol officer, and is placed in a position where he cannot effectively or objectively supervise the patrol service.

The duties of the desk officer require the exercise of judgement which dictate the necessity for having a desk officer above the rank of patrolman. Prisoner custody, property custody, radio assignment of personnel to incidents, receiving bail bonds, and other functions make the presence of an officer of rank at the station a common police practice.

He should review and classify all police reports, and prepare a summary of the activities of his shift. (See Appendix B for a description of a suggested shift summary reporting system.)

The lieutenant should be present at the station, insofar as possible, when prisoners are being booked, and should conduct frequent inspections of the cell room. He should be responsible for the appearance, conduct and assignment of the men assigned to his shift.

In order to provide effective direction of each shift, including the constant observation of the patrol service, it is recommended that the number of lieutenants be increased to three.

The captain should serve as shift commander on the day shift, and the lieutenants should alternately command the afternoon and night shifts. A suggested shift rotation schedule for a two-week period is presented below.

Table 15

Suggested Shift Schedule for Captain and Lieutenants
for a Two-Week Period

Shift	<u>S</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>T</u>	<u>F</u>	<u>S</u>	<u>S</u>	<u>M</u>	<u>T</u>	<u>W</u>	<u>T</u>	<u>F</u>	<u>S</u>
Day	C	C	C	C	C	C	C	C	C	C	C	C	C	1
Afternoon	2	2	3	3	3	3	3	1	1	1	1	2	2	2
Night	1	1	1	1	2	2	2	2	2	3	3	3	3	3

C= captain; 1, 2, and 3= lieutenants
(Schedule would be repeated after each two-week cycle.)

The sergeant on duty on the day watch on Sundays should be in charge of the shift, but the chief should designate the captain or a lieutenant each Sunday to be available if needed.

The lieutenants should spend the greater part of their tours of duty on the street, taking charge of major -incidents and providing continuous inspection of all personnel. They should review and approve all police reports, all arrests, and all personnel matters occurring on their shifts. The sergeants should serve as the desk and communications officers, and maintain for the Lieutenant a continuous daily bulletin or log.

The duties of a sergeant, as presently constituted and as proposed, are essentially of a supervisory nature. They are the intermediate step between the patrolmen and the management of the department. For this reason it is doubtful whether they occupy any different role in the police department than a foreman would in indifferent kind of department.

It is recommended that the sergeants be excluded from the union representing the policemen in recognition of the supervisory nature of the sergeants' positions.

Command of Staff Functions

Suppression and control of commercialized vice, narcotics traffic, and illicit liquor sales are among the primary duties of detectives and juvenile officers. The existence of any of these problems in a city not only constitutes a grave threat to the well-being of the community, but presents the possibility of serious internal repercussions in the police department itself. The chief should have a personal interest in the general investigative and juvenile functions of the department in any case, but he should be especially sensitive to the vice control problem.

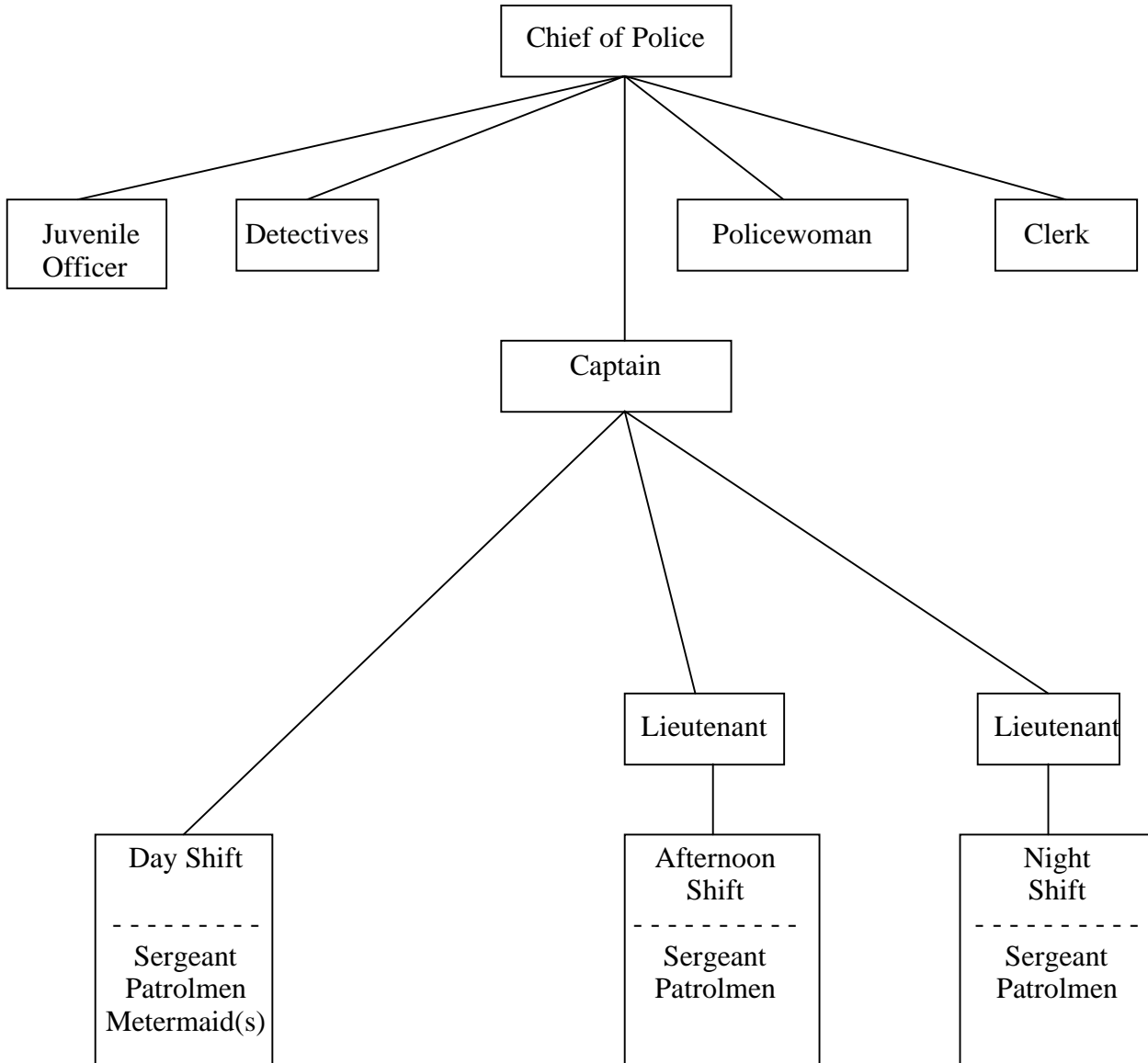
It is recommended that the detectives and juvenile officer be assigned by the chief of police to those positions without regard for seniority or any conditions except the personal judgement of the chief. These officers should be responsible to and report to he chief o-n all their activities. They should not be subject to supervision or direction by any other officer, except in matters of department or conduct detrimental to the department.

The policewoman and the part-time clerk perform the actual records and payroll operations of the department, and their working relationships with all personnel appears to be excellent. There is some lack of clear definition, however, as to the actual situs of their supervision. It would appear that a statement positively placing them under the supervision of the chief would be advisable. Under the proposed organization plan, their duties would include activities no longer under the direction of the captain. This will eliminate, for the future, the possibility of any conflicting orders and assignments to them.

With the increase in the number of lieutenants and the restatement of duties recommended in this report, the command structure would appear as illustrated in Figure 3.

Figure 3

Sault Ste. Marie Police Department
Recommended Command Structure



Command and Supervisory Responsibilities and Duties

Presented below are the major responsibilities and duties of the chief, captain, lieutenant, and sergeants as presently constituted, and the responsibilities and duties recommended as a result of this survey.

<u>Rank</u>	<u>Present Responsibilities and Duties</u>	<u>Recommendations</u>
Chief	1. Executive command of the department and establishment of general police policy.	1. No change.
	2. Administration of a system of recruiting, training, evaluation and discipline of police personnel.	2. No change.
	3. Formulation and execution of police department fiscal program.	3. No change.
	4. Development and enforcement of rules and regulations, methods and procedures, and tactical police plans.	4. No change.
	5. Maintain liaison with other city departments and other law enforcement agencies.	5. No change.
	6. Assume personal control of police activity when the reputation of the department is at stake, when a general emergency threatens the safety of the city, and when other law enforcement agencies are called upon to assist the local police.	6. No change.
	7. Review all crime reports, and reports of investigations by the detectives and juvenile officer.	7. The chief should make all detective and juvenile assignments.
	8. Review all arrest reports to determine the propriety of the arrest and charge and the disposition of the prisoner.	8. No change.

<u>Rank</u>	<u>Present Responsibilities and Duties</u>	<u>Recommendations</u>
Chief (contd.)	<p>9. Supervise and approve all department payrolls.</p> <p>10. Conduct periodic meetings with command and staff officers to discuss departmental problems and objectives.</p> <p>11. Set general policy regarding use of auxiliary police.</p>	<p>9. The chief should approve, in advance, all overtime in excess of four hours for any vacations and leaves. officer; and should approve, in advance, recall of officers</p> <p>10. The chief should hold regular staff meetings, at least once each week with the captain, lieutenants, detectives, and juvenile officer. At least once each month he should meet with all departmental personnel to permit the exchange of ideas and to clarify department policy and objectives</p> <p>11. The chief should personally determine the specific events at which auxiliary police are to be used, and should make their assignments. Auxiliary police should be under the direction command officer on duty when of the carrying out an assignment.</p>
Captain	<p>1. Command of the patrol force, and personal direction of the day shift.</p> <p>2. Preparation of statistical reports on crime, arrests, accidents, traffic enforcement, and departmental operations.</p>	<p>1. No change.</p> <p>2. Statistical data should be tabulated daily by shift commanders, and reviewed by the captain, so that at the end of each month accumulated daily totals provide the monthly data.</p>

<u>Rank</u>	<u>Present Responsibilities and Duties</u>	<u>Recommendations</u>
Captain (contd.)	<p>3. Assign cases to the detectives and juvenile officer.</p> <p>4. Approves uniform and equipment issues made by a sergeant in charge of uniforms.</p> <p>5. Approves the shift and duty assignments of uniform personnel which are made by the lieutenant.</p> <p>6. Review and classify all police reports.</p>	<p>Transfer duty to chief of police.</p> <p>4. Control of uniforms and equipment should be the responsibility of the captain. The policewoman should maintain the records of issue.</p> <p>5. The captain should make assignments of uniform personnel for all shifts.</p> <p>6. Police reports should be reviewed and classified by the shift commander, and major cases should be reviewed by the captain.</p>
Lieutenant	<p>1. Command of the patrol force during tour of duty.</p> <p>2. Serves as desk officer and communications officer at the station.</p> <p>3. Books prisoners and conducts inspections of the cell room.</p> <p>4. Makes shift assignments of all uniform personnel.</p>	<p>1. No change.</p> <p>2. This duty should be assigned to sergeants.</p> <p>3. Booking of prisoners should be done by the sergeant, as should regular cell room inspection. The lieutenant should approve all arrests and make periodic cell room inspections.</p> <p>4. This duty should be transferred to the captain.</p> <p>5. The lieutenant should review and classify all police reports prepared on his shift.</p>

<u>Rank</u>	<u>Present Responsibilities and Duties</u>	<u>Recommendations</u>
Lieutenant (contd.)		<p>6. He should review all patrol activity reports and prepare a daily shift activity summary and a dally shift personnel duty roster.</p> <p>7. The lieutenant should inspect all personnel assigned to his shift when they report to duty to assure proper appearance, to assign them to their beats, and to inform them of any special conditions expected during their tour of duty.</p> <p>8. The lieutenant should spend the greater part of his tour of duty on the street observing the performance of patrol officers. He should correct improper performance, and report negligent or improper conduct to the captain for disciplinary action.</p> <p>9. He should personally inspect taverns, pool halls, theaters, dance halls and other public places.</p> <p>10. He should take command of the scene at major incidents and keep the captain and chief informed of any major situation.</p>
Sergeant	<p>1. Serve as desk officer and communications officer on the day shift, and during those portions of the afternoon and night shifts when no lieutenant is on duty.</p>	<p>1. Sergeants should be assigned to desk and communications duties on all shifts. They should be on the street only when the lieutenant has office duties to perform, and assigns the sergeant to</p>

Rank

Present Responsibilities
and Duties

street supervision.
Recommendations

Sergeant (contd.)

2. When a lieutenant is on duty, the sergeant is assigned to a scout car with a patrolman.

3. Maintain a complaint register, radio log, call sheet, and other administrative reports.

2. Since the primary purpose of the rank of sergeant is to provide a level of supervision, this practice should be discontinued. When it is necessary for a sergeant to be on the street (see #1 above) he should be alone and not performing the duties of a patrolman.

3. Sergeants should maintain the administrative reports required for each shift, and the day watch sergeant, between 7:00 A.M. and 9:00 A.M. should summarize the reports of the three preceding shifts to present to the captain.

Rules and Regulations

In order to make known to all personnel the general policies of the department, to define the duties and responsibilities of each position, to establish consistent personnel policies, and to set forth a standard of official behavior for the police, a set of rules and regulations is a practical necessity. These rules and regulations, or police manual, should include the following items:

- I. General authority of the police department and the chief.
- II. Organization and chain of command.
- III. Duties and responsibilities of each rank.
- IV. Rules of conduct for members of the force.
- V. Personnel regulations.
 - A. Qualifications for appointment.
 - B. Rating and evaluation systems.
 - C. Qualifications for promotion.
 - D. Work week, holidays, leave, vacations, sick leave, and other benefits.
 - E. Procedure for discipline.
- VI. Standard operating procedures.

(These are especially necessary in areas where the department itself is bound to particular standards or methods by external agencies, and where the treatment of the public is involved.)

Such a set of regulations will establish a consistent pattern of management; reduce the opportunity for arbitrary decisions on the part of commanding officers in cases where the department, especially the chief have established policy; and assure subordinate officers that there is a stated policy regarding their relations with the department, what is expected of them, and what they may expect of the department. The rules and regulations are the “rules of the game.”

Many of the matters which should properly be covered in such a manual are currently found only in the contract between the union representing the police and the city. (Refer to Appendix A.). The chief of police has, however, prepared a comprehensive and clearly stated set of rules and regulations which have not heretofore been published and circulated among the members of the department.

It is recommended that the rules and regulations promulgated by the chief of police be published in suitable form and distributed To each member of the police department, and that these rules and regulations be binding upon each member of the department as a condition of his employment.

CHAPTER IV

ADMINISTRATIVE AND SUPPORT FUNCTIONS

In every police department, the officer on the street requires the support of many services to enable him to effectively perform his duties. The chief of police needs other services to enable him to direct the resources of the department and evaluate its performance. These administrative and support functions include planning, budget and finance, personnel administration, training, and inspection (which are referred to as the administrative services); and communications, records and identification, motor transportation, supply and armory (the latter being referred to as support services).

In the larger departments each of these services may require the attention of a full-time employee or even an entire division, but in Sault Ste. Marie, as in other smaller departments, the administrative services are performed primarily by the chief, and the support services are generally performed by line-operations personnel.

Through the personal supervision or performance of the administrative services, and by close control over the support services, the chief of police exercises more control over inequality and direction of the police service than he could hope to by devoting the same amount of energy to personal on-the-street supervision of the line officers.

Planning

The purpose of the planning function is to develop regulations and procedures which will direct the attention of the department to current problems. In this area, the chief, captain and lieutenant are especially skillful. Most of the actual task, however, falls to the chief and should remain with him. Development of a planned program for equipment acquisition, scheduling of personnel on the basis of calls for service by time of day, and development of a manual of rules and regulations are examples of thoughtful and continuous planning on the part of the chief.

Budget and Finance

The chief prepares the annual budget request of the department to submit to the city manager. In reviewing the budgets for the past five years, it is clear that considerable financial planning has been done. New uniforms have been purchased, service revolvers have been replaced or reconditioned, emergency equipment has been added to the cars, mobile radios have been replaced, and in the current budget miniature transistor radios have been provided for beat officers.

Control of department expenditures is also exercised by the chief, and excellent records of payroll and automotive costs are maintained. Department finances, closely related to the planning function, should remain a part of the duties of the chief.

Personnel Administration

The function which should--and does--receive the greatest amount of attention from the chief is personnel administration, including the selection, evaluation, promotion, discipline and inspection of the members of the department.

Selection of Applicants

Applicants to the department are evaluated by the chief, and appointments are made by him with the approval of the city manager. To qualify for appointment, an applicant must be 25 to 35 years of age (although the minimum age has been reduced in individual cases to 21 years where candidates were otherwise qualified and no older applicants were available); must be 5'9" in height, with weight in proportion to height; must have no physical disabilities or history of chronic or serious illness; must be a high school graduate; must be a resident of the city; must have an acceptable personal background; and must successfully complete a battery of intelligence, aptitude, and personality tests and a psychological evaluation conducted by a local psychologist.

The qualifications required for appointment meet the generally accepted standards for police recruiting, and the testing and evaluation by an independent psychologist are commendable features of the selection system found usually only in the larger cities. The cost of administering this program is nominal, especially in the light of the information it provides the chief in selecting policemen.

Performance Rating and Evaluation

While the chief maintains excellent personnel service records--including all documents relating to the officers' appointments, promotions, disciplinary actions, absence records, and salary status--there is no continuous performance rating or evaluation system on a formal basis. This does not imply that the command of the department is unaware of the records and performance of each officer, or that they have failed to evaluate each man, at least in their own minds. What is lacking is a documented, consistent, impartial system of periodic written ratings which will accumulate to a continuous individual performance profile.

It is recommended that a daily activity report be instituted, to be prepared by each patrolman, to record daily police activity in areas capable of being evaluated and compared on a man to man, time span to time span basis; and that a semiannual rating of sergeants and patrolman be made by the commanding officers of the department.

These activity reports and performance ratings should be used as two of the criteria for promotion in the department.

Selection for Promotion

Under the conditions of the union contract between the police officers and the city, appointments to the rank of detective and sergeant must be made on the basis of seniority. (See Appendix A.) It is not clearly understood by the officers of the department whether promotions to the rank of juvenile officer, lieutenant, and captain must be made on the basis of seniority, since no mention of promotion to these ranks is made in the contract. Promotion to higher rank on the basis of seniority alone tends to stifle individual incentive, and this alone reduces the potential effectiveness of each officer. The union contract recognizes the role of foremen in other city departments as supervisory and excludes them from the union, but falls to recognize the role of a police sergeant as supervisory. It is also important that detectives be selected by the chief on the basis of his evaluation of their ability to conduct investigations and that their retention as detectives be subject to his approval of their performance.

It is recommended that the assignment of officers to the position of detective and juvenile officer be, made by the chief of police on a temporary assignment basis, and that these positions not be considered as promotional ranks. Detectives and the juvenile officer should be considered as patrolman for eligibility for promotion to sergeant.

There is no reason, however, that while serving in detective and juvenile officer as, officers should not receive a special salary rate.

It is further recommended that all promotions be made on the basis of demonstrated performance and ability , and that a procedure for rating and evaluation, including seniority and time in grade as factors, be established and that the criteria adopted for selection for promotion be made known to all members of the department. All promotions should be made by the chief of police.

Inspection and Discipline

Authority for disciplinary action, from dismissal from the force down to official reprimand lies with the chief of police. In order to exercise this authority properly, the chief must rely on the command staff of the department for continuous inspection of performance, correction of minor infractions, and presentation of charges against members of the department for punishable offenses.

Rules and regulations should set forth clearly the acceptable standards of conduct and the penalties for violations thereof. Commanding and supervisory officers should be expected to take appropriate action to bring violations to the attention of the chief, as well as taking corrective--but not disciplinary--action at the time the violation is discovered.

Increased command staff as previously recommended, formalized rules and regulations, and continuous performance evaluations should correct whatever deficiencies now exist in the Inspection and disciplinary system.

Personnel Duty Accounting System

At the present time a daily roster of personnel is maintained, primarily for payroll purposes. This report could be made more effective as a planning and management report with some modification. A suggested daily duty roster is included in Appendix B.

Recognition for Exceptional Service

Police work offers opportunities for individual officers to distinguish themselves by exceptional performance or conspicuous bravery which deserves some kind of official recognition in the department and the community. Letters of commendation, citations for distinguished service, and even medals are appropriate devices for recognition of outstanding performance in police departments.

It is recommended that a formal system of recognition for exceptional service be adopted by the department and that the chief of police be authorized to confer awards upon members of the department.

The Police Union

The sergeants, patrolmen, meterman, and policewoman are members of the police unit of Local #13635 of the International Union of District 50, United Mine Workers of America, as are all the regular, non-supervisory employees of the other city departments. While it is not uncommon for police officers to belong to intra-departmental police associations or unions, or even to local units of a public employee union, membership in a craft or industry union is relatively uncommon. At the present there is some question as to how the amended "Hutchinson Act" will be applied to police departments in Michigan.

Generally speaking, however, since the Boston police strike of 1919, police membership in labor unions has had little legal or philosophical support from the general community. Since the police are themselves presumed to protect all sectors of the community with impartiality, and to remain disassociated from any private or factional Interests, the principal objection to the affiliation of the police with a trade or industrial union is the unilateral identification of the police force with a single section of the social structure.

While the question of the legal or moral right of the police to form an association for collective representation is not a matter at issue in this report, it would seem advisable that the police officers either form an independent police officers association or affiliate with an association of all the employees of the City of Sault Ste. Marie not a part of an industrial or trade union representing other sectors of the community.

Training

The importance of proper training of police officers is equaled only by the importance of selecting qualified men for appointment. Whether one is inclined to consider police work as a profession or a skilled trade, it is a job where command of a substantial body of knowledge is required in several fields. Accident investigation, evidence collection and evaluation and analysis, interrogation, firearms identification, and even patrol methods are learned only through training. Firearms handling, first aid, personal defense, the laws to be enforced and the laws restricting police action--all of these things must be taught before a man can be put on the street as a patrolman.

In a large department, the variety of incidents and their frequency may be great enough so that each patrolman deals with some frequency with each type of incident, but in a small department, major crimes occur so infrequently that actual experience cannot serve to provide a training experience. While the city did not have a criminal homicide in a 12 month period does not mean that officers should not be trained in homicide investigation, it means they will have to be trained in a school rather than at a crime scene. It also means that refresher training will be needed to maintain the skills they have learned but not used.

Police training can be roughly divided into four phases: Pre-service (recruit) training, In-service (refresher) training, Pre-promotional training, and specialized training.

Pre-Service Training

Current practice in the department is to send each new recruit officer to Michigan State University to the Basic Police Training Course. This program orients the officer to the general duties of the police, methods and procedures common to all departments, and the fundamentals of the law affecting the police service. It serves the purpose of providing a background of knowledge for on-the-job training in the specific procedures of the Sault Ste. Marie department. The University program is a four-week course, and is of great advantage to the recruit and the department.

In-Service Training

Continued training is carried on in firearms instruction; and the monthly Training Key, a training publication prepared by International Association of Chiefs of Police, is provided each officer. These training bulletins provide information on a variety of subjects, and serve the same purpose in the small department as the training bulletins issued by the academies of the larger departments. In addition, the command officers of the department are each keenly aware of the need for continuing training, and participate actively in the training of the newer officers.

Pre-Promotional Training.

There is now no established program for the routine training of personnel to prepare them for increased responsibilities of higher ranks. Courses and seminars are available for supervisory training at Michigan State University.

Specialized Training

Several officers of the department have participated in programs for training in specific areas, including traffic, criminal investigation, and juvenile programs. Again, courses are available in traffic enforcement, accidents investigation, and police management at Michigan State University.

The Federal Bureau of Investigation also provides a valuable training service on a regional basis which should be explored by the department.

The command officers place great importance on the value of training, and some form of training is now available to every officer in the department, but it is suggested that the formal training programs be increased.

It is recommended that each officer be given formal training in accident investigation and criminal investigation within his first three years of service in the department and that those officers presently in the department receive the same courses.

It Is further recommended that officers selected for promotion be given formal training in police command and supervision and/or, police management prior to assuming their new duties.

Support Services

In general, the responsibility for the performance of the support services of the department has been delegated by the chief to subordinate command and supervisory officers, under the chief's general supervision. The chief has, however, initiated or participated actively in the planning for constant improvement of these services.

As was noted in the section of this report dealing with organization of the department, some realignment of support service duties is recommended, primarily to strengthen platoon commanders and supervisors positions in line operations and to consolidate under the chief all administrative and support functions.

Communications

The desk officer, normally a sergeant (although the lieutenant now performs desk duty from 7:00 p.m. until 3:00 a.m.), operates the police department switchboard and radio. The telephone

system includes 30 call stations on the streets and at city facilities and is also used as a public fire alarm system.

The police radio system is shared by the other city departments and permits radio contact with the Michigan State Police at St. Ignace and Newberry. A complete radio log is maintained by the desk officer of all police radio traffic. Mobile radio equipment is transistorized, and two miniature transmitter-receivers are on order for use by foot-beat officers and the detectives. The mobile radio equipment is well-maintained by a private radio technician. The base station transmitter is located on top of the city water tower some distance from the police station and is connected by telephone line with the console at the police desk. Separation of the transmitter from the police building, and the absence of emergency power, are a serious security problem. Examination of the daily radio log indicates that wet weather and storms can put the radio system out of operation due both to power failures and transmission difficulties from the police console to the transmitter site.

The department is totally dependent upon radio communications for assignment and control of patrol personnel (as is the fire department), and radio failure means a breakdown of the police system. The chief has recommended the installation of an emergency power system to service the police station and radio system, and has suggested the relocation of the radio transmitter to the police building.

It is recommended that an emergency power system capable of providing power for lights and the radio system be installed in the police station, and that the radio transmitter and tower be located at the police station.

Suggestions for minor changes in the radio log system are included in Appendix B. It is felt that these changes will reduce some duplication in reporting inherent in the present system, and will provide the chief with daily information on police operations in a concise report.

Records and Prisoner Custody

The police records system is supervised by the captain, and the clerical duties and filing connected with the system are performed by the policewoman and the clerk. Files and indexing are well-maintained and the general operations of records reflects a high level of performance.

Monthly statistical reports on crime, arrests, traffic enforcement, accidents and miscellaneous department services are prepared by the captain. These monthly reports were verified by examining the source documents on file in the records files, and reports were sample checked to verify accuracy of crime classifications. Both of these checks indicate an accurate and complete reporting system.

Incident Reporting System

The reporting system in effect for recording the volume, nature and details of incidents requiring police action is complete, but somewhat cumbersome. To obtain consistency in reporting, insure review by command officers, and make pertinent reports available to the detectives, a suggested

reporting system has been devised and is included in Appendix B of this report. It is felt that this system will provide a unified informational system that can be used for management planning, payroll, police records and personnel evaluation.

Prisoner and Property Custody

Custody of prisoners and property is the responsibility of the desk officer on duty, and care of prisoners and security of property is satisfactory. Cell checks are made by the desk officer and logged on a report. Recovered property and evidence is properly tagged, stored, and accounted for.

Motor Vehicle Operations

The department has four automobiles and one three-wheel motorcycle used by the meterman. Two of the cars are marked. Cars are serviced by a local dealer and traded on a regular cycle. The cars are well equipped for emergency use.

Based on recommendations included in the organization and police operations sections of this report regarding scheduling of manpower and duties to be performed, the following table has been developed for minimum automobile requirements by two-hour intervals for each day. (These requirements do not include any reserve equipment for repair replacements.)

Table 16

Police Automobile Requirements by Time of Day by Police Function

Use	7AM	9AM	11AM	1PM	3PM	5PM	7PM	9PM	11PM	1AM	3AM	5AM
	<u>9AM</u>	<u>11AM</u>	<u>1PM</u>	<u>3PM</u>	<u>5PM</u>	<u>7PM</u>	<u>9PM</u>	<u>11PM</u>	<u>1AM</u>	<u>3AM</u>	<u>5AM</u>	<u>7AM</u>
Patrol	3	3	3	3	3	3	3	3	3	3	3	3
Command	1	1	1	1	1	1	1	1	1	1	1	1
Detectives		1	1	1	1	1	1					
Juvenile		1	1	1	1							
Totals	4	6	6	6	6	5	5	4	4	4	4	4

It is recommended that one additional marked car and one additional marked car be added to the department motor fleet to provide adequate vehicles for the 12 hours of the day when five or more automobiles are needed.

Building Facilities

The police station occupies a portion of the ground floor and basement of the city-county building. Located on the first floor are the cells, a records room containing a public counter and

booking counter, a communications room, captain's office, chief's office, and interrogation room. Storage rooms, the pistol range, and the officers' squad and locker room are in the basement.

There are no offices for the detectives and juvenile officer, and the single interrogation room is between the chief's office and the main building corridor. This arrangement is unsatisfactory from the aspects of security, access, and proximity to the cells and records area. It is apparent that the detectives should have an office which they can use to interrogate and interview as well as prepare reports, and that the juvenile officer should have a separate office.

There is sufficient space in the garage now shared by the sheriff and the police department to construct two such offices and leave a corridor to enter the police station through the garage.

It is recommended that two separate offices be provided, one for the detectives and one for the juvenile officer, preferably in the area now occupied by a part of the garage.

Chapter V

POLICE OPERATION

The three functions of patrol, criminal investigation, and juvenile investigation form the line operations discussed in this chapter.

Patrol

Patrol is an all-inclusive term to describe the organizational unit responsible for crime prevention, preliminary investigation, service to the public, traffic regulation and accident investigation, and parking enforcement. The present patrol force, at authorized strength, consists of 16 patrolmen and one meterman. Basically, there are three patrolmen assigned to each of three shifts beginning at 7:00 A.M., 3:00 P.M. and 11:00 P.M. An additional patrolman is assigned from 7:00 P.M. to 3:00 A.M., during the high frequency period for calls for service. Foot-beat coverage is provided for the central business district along Ashmun and Portage Streets. This area, from the power canal to Portage and Ashmun, and approximately two blocks either side of Ashmun on Portage contains a high density of taverns, hotels, and other business places. One-man cars are operated except for the hours between 7:00 P.M. and 3:00 A.M.

Due to the extensive length of the city from east to west, it is practically impossible to provide extensive routine patrol coverage to any but the densely populated areas in the center portion of the city. Traffic congestion on Ashmun Street in the afternoon, for example, requires a fixed post officer nearly two hours a day for six days a week.

Manpower Requirements and Distribution

Calls for service were analyzed for a 63-day period from June 30, 1965, through August 31, 1965, to determine the optimum distribution of the patrol force by time of day. After observation of the workload of the department, including calls for service, arrests, traffic assignments, and miscellaneous duties, it was concluded that a minimum of three patrol officers per shift is required.

Table 17
Sault Ste. Marie Police Department
Calls for Police Service by Time of Day and Day of Week
for 63 Day Period June 30, 1965 through August 31, 1965

24 Hour Day <u>Commencing 7AM</u>	<u>7AM</u> <u>9AM</u>	<u>9AM</u> <u>11AM</u>	<u>11AM</u> <u>1PM</u>	<u>1PM</u> <u>3PM</u>	<u>3PM</u> <u>5PM</u>	<u>5PM</u> <u>7PM</u>	<u>7PM</u> <u>9PM</u>	<u>9PM</u> <u>11PM</u>	<u>11PM</u> <u>1AM</u>	<u>1AM</u> <u>3AM</u>	<u>3AM</u> <u>5AM</u>	<u>5AM</u> <u>7AM</u>	<u>Total for</u> <u>24 Hours</u>
Sunday	8	8	2	4	7	2	8	14	15	12	5	6	91
Monday	5	-	2	3-	11	6	6	10	14	9	2	3	71
Tuesday	5	3	4	2	8	5	12	8	7	4	3	2	63
Wednesday	10	10	5	6	8	4	6	9	16	8	1	3	86
Thursday	5	5	2	2	16	4	9	9	10	9	-	2	73
Friday	4	3	5	5	9	7	16	11		16	3	-	102
Saturday	5	7	6	7	15	6	7	15	22	21	5	3	119
Totals for Time of Day	42	36	26	29	74	34	64	76	107	79	19	19	605
Percent of Total Calls by Time of Day	6.94	5.95	4.30	4.79	12.23	5.62	10.58	12.56	17.69	13.06	3.14	3.14	100.00
Percent of Total Calls by Police Shift	21.98%			40.99%				37.03%					
Percent of Total Calls in 8 Hours between 7 PM and 3 AM	53.89%												

Source: Daily radio log, complaint report file.

Table 17 indicates that on the basis of the times that police service is required throughout the day it would be desirable to increase the effective patrol force during the evening and early morning hours.

Exclusive of sick time and vacations, the 16 patrolmen authorized at the time this survey was conducted would provide 11.4 patrolmen on duty each day. (16 men working 40 hours per week = 640 available hours. Each position requires 56 hours per week: 7 days X 8 hours per day. The number of patrolmen available, therefore, is 640/56 or 11.4.)

To distribute 11.4 men by time of day in a pattern consistent with the demands for police service, the following table was devised. Actual calls for service for the 63 days between June 30, 1965, and August 31, 1965, were used. An additional service factor equal to two incidents was used to account for the fixed post traffic assignment on Ashmun Street each day of the week except Sundays.

Table 18

Optimum Shift Distribution of 11.4 Men for 24 Hour Day
Based Upon Service Demand Experience

(Columnar Headings Appear as Notes at End of Table)

Time of Day	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
7AM to 11AM	78		78	10.88%		18.55%	2.12
11AM to 3PM	55		55	7.67	18.55%		
3PM to 7PM	108	112	220	30.68		35.88	4.09
7PM to 11PM	140		140	19.53	50.21	29.95	3.41
11PM to 3AM	186		186	25.94	45.47	15.62	1.78
3AM to 7AM	<u>38</u>		<u>38</u>	<u>5.30</u>	<u>15.62</u>		
Totals	605	112	717	100.00%		100.00%	11.40

Columns:

- #1. Actual number of calls for service by time period for 63 days.
- #2. Weighting factor for fixed post traffic detail on Ashmun Street.
- #3. Calls for service plus weighting factor for traffic control.
- #4. Per cent of service requirements for each four hour period.
- #5. Optimum distribution of officers on duty for four periods of eight hours each by per cent.
- #6. Optimum number of officers reporting to duty at beginning of each of four shifts of eight hours duration by per cent.
- #7. Optimum distribution of 11.4 police officers by four shifts of eight hours each, by starting time of shift.

The optimum distribution of the 11.4 patrolmen on duty each day possible with 16 patrolmen results in the day shift having only 2.12 patrolmen on duty, and the night shift having only 1.78

patrolmen on duty between 3 A.M. and 7 A.M. There are, in fact, practical considerations which indicate that a minimum of three patrolmen should be on duty at any given time in Sault Ste. Marie. These will be explained by police shift.

The day shift patrol force has to deal with considerable morning traffic between 7 A.M. and 9 A.M. At the times this traffic is high, calls for reports of incidents which occurred during the night are also being received. Traffic patrol is required most during the morning and evening hours when plant and commercial workers are travelling to and from work. In addition, the density of the central business district makes it advisable to keep one officer, either on foot or in a car, in the downtown area during the day. The extreme length of the city from east to west indicates that not less than one car should be assigned to each of the areas on either side of Ashmun Street at all times.

On the night shift, from 3 A.M. to 7 A.M., one patrolman should be assigned to the central business district for the purpose of business burglary prevention, and again, two cars operating east and west from Ashmun are needed. Generally, police calls received at this time of night are of a serious nature, and the police themselves, as well as the public should have a measure of protection.

Assuming that a minimum of three patrolmen are necessary for safe and effective patrol regardless of the hours, then the optimum shift distribution would be as illustrated in Table 19.

Table 19

Optimum Distribution of Patrol Officers by Time of Day
Assuming a Necessary Minimum of Three Patrolmen per Shift

Time of Day	Optimum Distribution of Patrolmen by Shift Starting Time	Optimum Distribution of Patrolmen by the Number on Duty by Time Period
7AM to 11AM	3	3
11AM to 3PM	-	3
3PM to 7PM	4	4
7PM to 11PM	2	6
11PM to 3 AM	3	5
3AM to 7AM	-	3
Total Number of Patrolmen Required Each Day	12	

In order to maintain a daily on-duty strength of 12 patrolmen, a total of 16.8 patrolmen would be required. (12 positions must be filled for 56 hours a week, or 672 patrolmen hours per week are required. As each patrolman works a 40 hour week, the formula is $672/40 = 16.8$). In addition,

to maintain this strength, one additional patrolman would be required for vacation relief and sick relief.

It is recommended that two additional patrolmen be authorized, bringing the total number of authorized patrolmen to 18.

With this number of patrol officers available, shift assignments are suggested as follows:

Day Shift (7AM to 3PM): 3 officers on one-man patrol, with one of the officers assigned to the central business district. The central business district officer should be equipped with a miniature radio to permit foot patrol of the area while remaining in contact with the station.

Afternoon Shift (3PM to 7PM): 3 officers assigned to one-man auto patrol, and 1 officer assigned to the central business district for traffic control. The traffic control officer should be equipped with a miniature radio.

Afternoon Shift (7PM to 11PM): 6 officers assigned to 3 two-man auto patrols. (Two of these officers should be assigned to the central business district, and be equipped with miniature radios. They should conduct periodic foot patrols of the central business district, walking two separate beats, and leaving their automobile at the juncture of the two beats.)

Night Shift (11PM to 3AM): 4 officers assigned to 2 two-man auto patrols, and 1 officer assigned to foot patrol in the central business district. The foot patrol officer should be equipped with a miniature radio, and should have a car available to him.

Night Shift (3AM to 7AM): 3 officers on one-man patrol, with one of the officers assigned to the central business district. That officer should be equipped with a miniature radio, and have a car available to him.

Patrol Procedures Methods

Patrol activities were observed over a two-week period, reports on calls for service were examined, and patrol procedures were discussed with various officers in the department. All of the patrolmen demonstrated a willingness and ability to take prompt and vigorous action when confronted with or assigned to an incident and in every observed instance, treated the persons with whom they came in contact fairly, impartially and courteously.

In addition to the duties normally expected of a patrol force, Sault Ste. Marie provides escorts for the transfer of large amounts of money and for funerals and the movement of heavy equipment through the city. In the case of money escorts, which are performed mainly for the banks, there is a private service available for this purpose in the city. In the case of funerals and other vehicular movements, the funeral director or contractor should be responsible for providing suitable escort.

It is recommended that the department, as a matter of policy, discontinue all escort service except in those cases where the absence of police protection would present a demonstrable hazard to the general public safety.

The city fire department operates an ambulance as a part of its regular service, and since this ambulance has only one fireman on duty the services of a police officer are required with nearly every call it makes. This fact, together with the other calls for service received by the police to assist at automobile accidents and other casualty cases, tends to make the police officer the primary public official present at most deaths and serious injuries. There may sometimes be serious question as to the vital status of victims, and the police officer should not be required to make a determination of death.

To avoid requiring a police officer to attempt to judge whether a casualty victim is dead or alive, and to provide the utmost protection to such victims, it is recommended that, in the absence of a medical doctor or the coroner, all persons who are unconscious or apparently dead be transported to a hospital for treatment or determination of death.

Auxiliary Police

An auxiliary police corps of approximately 25 registered citizens, of whom twelve are active participants, was organized under charter authority to assist the police in traffic regulation and in maintaining order at public events. The auxiliary police are not paid or armed, but are furnished uniforms by the police department. At the present time, their activities are coordinated with the police department by a sergeant designated by the chief.

The auxiliary police perform a valuable function in assisting the police during fires and major public events. The department has limited their activities to appropriate functions.

It is recommended that the chief of police assume personally the coordination of the

Parking Enforcement

Enforcement of the parking meters, of which there are approximately 550 in use in the summer and 450 in the winter, is the responsibility of the meterman. He also repairs the meters, but does not make the collections from them. As indicated in Table 6, the number of parking meter violation notices issued per month ranged from a high of 853 to a low of 357, for a monthly average of 516. This is an enforcement rate of about one violation per month per meter. Repair duties consume some of the time of the meterman which could be used in enforcement. Even though he uses a three-wheel motorcycle to patrol the meters, it is not possible to recheck each meter with desirable frequency.

It is recommended that the function of repair of the meters, and the meterman be transferred from the police department to the city treasurer, and that the meterman make the collections from the meters.

It is also recommended that a metermaid be appointed on a full-time basis, and that a second metermaid be appointed for the six months of the summer season. The metermaids should walk specifically assigned beats in the parking meter district and should have no duties other than parking enforcement.

Criminal Investigation

Follow-up investigations on all major crimes and Initial investigations into vice problems are the responsibility of the two detectives. One detective is assigned between 9:00 A.M. and 5:00 P.M. and the other detective between 1:00 P.M. and 9:00 P.M. Detective assignments are made either by the captain or the chief, and the reports are reviewed by the chief.

The detective function is extremely important to the police chief in the detection and suppression of commercialized vice, narcotics traffic, and liquor violations. It is vital, therefore, that the chief have the authority to select officers for assignment as detectives and to remove them from the detective assignment at his discretion.

Juvenile Investigation

In January 1965, the city authorized the assignment of one officer to juvenile activities on a full-time basis. This officer was then sent to Michigan State University for a course in juvenile police problems. Juveniles constitute a large enough percentage of the known offenders in Sault Ste. Marie to warrant this assignment and the department took a significant step in providing formal training before the juvenile officer began his new duties.

APPENDIX A

APPENDIX A

Portions of Union Contract Between City Employees and City Affecting Police Officers

Agreement

THIS AGREEMENT, made and concluded this 1st day of July, 1965, by and between the CITY OF SAULT STE. MARIE, MICHIGAN, A MUNICIPAL CORPORATION OF THE STATE OF MICHIGAN, hereinafter called the "EMPLOYER", party of the first part and THE INTERNATIONAL UNION OF DISTRICT 50, UNITED MINE WORKERS OF AMERICA, on behalf of LOCAL UNION NO. 13635, hereinafter called the "UNION", party of the second part.

WITNESSETH:

WHEREAS, the parties hereto have reached an agreement for the purpose of facilitating the peaceful adjustment of differences that may arise from time to time and promoting harmony and efficiency to the end that the parties hereto may mutually benefit, the parties hereto covenant and agree as follows:

Article I

Recognition

Section 1. The Union shall be and is hereby recognized as the sole and exclusive collective bargaining agency for the purpose of collective bargaining with respect to rates of pay, wages, hours of employment and other conditions of employment for the employees of the Employer, as defined in this paragraph. The term "Employees", as used in this agreement, shall be construed as meaning all employees of the Street, Water, Sewage, Police and Fire Departments and the Pullar Community Building, but excluding however, Supervisor, Department Heads (including the Police Chief, Captain and Lieutenant, and the Fire Chief and Captains), Foremen and Clerical employees; provided, further, that employees hired on a temporary basis shall not be included in the bargaining unit nor shall this agreement apply to such employees,

Section 2. All employees who, on the date of this agreement, are members of the Union in good standing in accordance with its by-laws and constitution and all employees who become members after that date shall, as a condition of employment, maintain their membership in good standing during the term of this agreement. Payment of dues and assessments shall constitute membership in good standing.

The Union shall furnish the Employer with a list of the Union members as of this date and with the names of all new members within five days after they become affiliated with the Union.

Section 3. The Employer recognizes and will not directly or indirectly interfere-with the rights of the employees to be members of the Union and will not discriminate against employees on account of Union membership or activity. Neither the Union nor its members will intimidate or coerce any employee or interfere with his right to work because of his refusal to participate in Union membership or activity.

Article II

Representation & Grievance Procedure

Section 1. For the purpose of effectively representing the employees coming within the jurisdiction of the Union and this agreement, the Union shall select grievance committeemen as outlined below. The names of the grievance committeemen shall be furnished the Employer by the Union and the Employer agrees to recognize and deal with these representatives of the Union in settling grievances and in bargaining under this agreement.

Section_2 (A). Grievance procedure as to the Police Department Unit:

First:	By the employees, a committeeman and the Chief.
Second:	By the committee and the City Manager.
Third:	By the committee and the City Commission.

Section 3. It is agreed that a Representative of District 50, UMWA may take part in the grievance procedure at any step. The Employer and Union agree to meet promptly and dispose of grievances. All meetings in "Second" above shall be held within forty-eight (48) hours after notice to the Employer. All meetings in "Third" above shall be held as soon as it is reasonably possible to set up a meeting of the City Commission sitting as a committee of the whole.

Exception to the time limits above will be made only by mutual consent of the parties.

The Street, Water and Sewage Unit committee shall be made up of four employees and the President of the Local Union.

The Police Department Unit committee shall consist of four employees.

The Fire Department Unit committee shall consist of four employees.

The Pullar Unit committee shall consist of two employees.

In each case the committeemen shall be employees of the Unit they represent.

Section 4. Employees or committeemen attending grievance meetings shall not be paid extra nor lose time while at such meetings.

Article III

Discharge and Suspension

Section 1. If the City Manager decides that an employee shall be discharged because of misconduct, failure to perform his duties properly and in accordance with instructions, drinking intoxicating liquor or being intoxicated during working hours or other reason sufficiently important to justify the dismissal, he shall notify such employee in writing, with the reasons for his decision and the date and time the discharge is effective.

During the next week (Saturday, Sunday or holiday excepted), the discharged employee or the Union may request a hearing and review of the action taken. Such hearing and review shall take place within seven days (Saturday, Sunday or holiday excepted) of such request. If the Union agrees with the Employer that the discharge was justified, the dismissal shall be effective as of the day and hour specified in the notice of dismissal given the employee. If, after the review, the Employer decides the dismissal was warranted but the Union is unwilling to accept this decision, the Union may process the case further. If the Employer and the Union agree on some lesser disciplinary action than dismissal, the employee shall not lose any seniority but may lose such amount of time as agreed upon.

Article IV

Seniority and Promotions

Section 1. The Employees shall have seniority in the various units as outlined below for the purpose of layoff and recall, provided, however, in order to be retained or recalled, the employee shall have the ability, skill, training or experience to qualify for the work.

Seniority units referred to above are as follows:

Street, Water and Sewage Unit
Police Department Unit
Fire Department Unit
Pullar Community Building Unit

It is understood that there shall be no interchange of seniority between the units as outlined.

Section 3. New employees in all units shall be on probation for a period of six (6) consecutive calendar months before they accrue seniority rights and the right to release such employees shall be vested exclusively in the Employer without regard to other provisions of this agreement; provided, however, employees retained in employment for a period of less than six (6) months and who are later hired as permanent employees shall be given credit for consecutive employment in computing the six (6) months if they are severed from the payroll under conditions other than those listed in the following Section.

Probationary employees retained in excess of six (6) months shall have seniority from date of hire,

Section 4. Employees shall lose seniority through a voluntary quit, discharge which is considered for good cause hereunder, or after a layoff which extends beyond a two (2) year period.

Section 5. In the event of a permanent vacancy, a notice shall be posted on the bulletin boards for three (3) full working days. During this period applications will be received and from these applications the vacancy will be filled if any applicant is qualified after a reasonable training period. Preference will be given the employees on the basis of seniority.

The rate of pay during any training period hereunder will be the employee's regular rate of pay or the rate for the job applied for, whichever is less.

Section 6. Promotions to Sergeant in the Police Department and to Lieutenant in the Fire Department shall be made on the basis of seniority. When a vacancy occurs in either of these classifications, the employee receiving the bid for the vacancy will be given a sixty (60) day trial period in which to show his qualifications for the promotion. In the event the employee is disqualified at the end of the sixty (60) day period he shall be furnished the reasons for his disqualification in writing. If any applicant should show obvious reasons for disqualification in less than sixty (60) days of training, the training period may be terminated in less than sixty (60) days. The patrolman appointed as Sergeant will assume the duties of relief Sergeant.

The incumbent relief Sergeant shall move up to a regular Sergeant's duties when the new employee is assigned.

The above procedure shall also apply in the event of a vacancy involving the patrolman who acts as relief Sergeant.

The above shall not apply to the Meter Officer.

Section 7. The Employer shall have the right to choose employees from the bargaining unit to act as Foremen on a temporary basis. The employee so chosen shall have the right to return to the bargaining unit and to his former job with accumulated seniority when no longer in such position.

The Employer shall have the right to choose employees from the Police and Fire Department units to act in the capacity of Chief, Captain or Police Lieutenant when necessary and such employees shall also be returned to their former jobs with accumulated seniority when such temporary assignment is completed.

Section 8. Employees promoted from the bargaining unit to Supervisory positions (in other than the Street, Water and Sewage unit) which are other than temporary shall, if no longer needed in such position or no longer desiring such position, be allowed to return to his former job if it is then held by an employee with less seniority. If his former job is held by an employee with more seniority, he shall be allowed to choose a job which is held by an employee with less seniority and for which he is qualified. Time spent outside the bargaining unit shall constitute a part of his seniority record in the same manner as though he had never left the unit.

Section 11. When a tie in seniority occurs, the employee eldest in age will be given seniority preference.

Article V

Wages, Hours, and Working Conditions

Section 1. There is hereby recognized a normal eight (8) hour day, five day week of forty (40) hours in the Street, Water and Sewage Unit and the Police Unit and Pullar Building Unit and a twenty-four (24) hour day, fifty-six (56) hour work week in the Fire Department Unit to be worked as follows:

(B) In the Police Department unit the work week shall begin at 7:00 A.M. Sunday and end at 7:00 A.M. the following Sunday. The five (5) eight (8) hour days will be worked within this period. It is recognized that the nature of the work required an around the clock shift schedule, seven days a week, consisting of the three regular rotating shifts and the special shift and these shifts shall be rotated as equally as possible for all personnel. It is agreed that an individual employee's shift schedule shall provide not less than sixteen (16) hours elapsed time between the stopping time of a shift and the starting time of the next shift. This procedure shall apply except in case of an emergency. Overtime shall be paid for all hours worked which reduce the sixteen hour period.

Section 2. All hours worked in excess of forty (4) in any one work week or, in the case of the Fire Department, in excess of fifty-six (56) hours in any one work week, shall be at time and one-half pay. Double time will be paid for all hours worked on the seventh (7th) consecutive day worked in any one work week. As to the Fire Department, the seventh (7th) day for the purpose of calculating double time, will be the employee's second consecutive leave day or the eighth (8th) day from the start of the cycle.

Employees shall not be required to take time off to offset overtime worked.

Overtime shall be divided as equally as possible among the available, qualified employees by calling out the employee with the fewest total overtime hours. Overtime computation for the purpose of equalization shall be for the duration of the agreement.

Employees working daily overtime at a rate higher than their regular rate shall receive the overtime at the higher rate payable for the daily work after completion of forty (40) hours or in the case of the Fire Department after completion of fifty-six (56) hours.

Section 3. Employees reporting for work or called in on an emergency assignment shall receive not less than two hours pay for reporting provided they are not notified beforehand not to report. This provision shall not apply to employees of the Water Department who receive regular standby pay for being "on call". Employees "on call" will receive fifteen (15) dollars for any week in which they are subject to call in addition to their regular pay. All hours worked while on call shall be paid for in accordance with this agreement and shall be in addition to the fifteen (15) dollars.

Police Department personnel called out to work between the hours of 12:00 midnight and 8:00 a.m. will receive pay for one-half hour previous to actual reporting time.

Section 5. An employee temporarily transferred to a higher rated position shall receive the higher rate in case of emergency or for sick relief, vacation relief, etc., and an employee temporarily transferred to a lower rated job for the convenience or advantage of the Employer shall receive his regular pay.

Section 7. No employee who is excluded from the bargaining unit, including Supervisors at any level in any department, shall perform any work normally performed by employees in the unit except in an emergency or in the instruction of employees. This clause shall not apply to temporary labor excluded from the unit nor to excluded Fire Department personnel when fighting a fire.

Section 8. Police and Fire Department employees shall be paid a minimum of two (2) hours at the rates specified in this agreement for all off-duty time spent at Police or Fire classes or training; provided, however, this shall not apply to probationary employees in training and; provided, further, that in certain cases when agreement is reached between the chief and the committee, no pay will be required for short duration classes.

Section 10. The following shall be recognized as holidays: New Year's Day, Memorial Day, Good Friday, Independence Day, Labor Day, Thanksgiving Day and Christmas Day (or days celebrated therefor).

Employees shall receive a holiday allowance of eight (8) hours straight time pay for each of the holidays if no work is performed thereon. Hours worked on a holiday shall be compensated for by payment of straight time in addition to the holiday allowance. If hours worked on a holiday exceed (8) hours, double time will be paid for those hours which exceed eight (8).

When a holiday falls on Saturday it may be celebrated on Friday, in which case the employees will work Monday through Thursday and receive pay for five (5) days. Deviation may be made in this policy in the case of detectives and the meter officer in the Police Department when it is necessary to work them on Friday. This policy will be adopted at the discretion of the City Manager who will determine whether the work schedule will allow it. This paragraph will not apply to the Fire Department.

Section 12. When a temporary vacancy exists in any classification the employee with the greatest amount of seniority who can qualify will be assigned the job if he is available therefor when needed without unduly interfering with the work.

Section 13. The employer agrees to contribute eight (8) dollars per month per employee toward the cost of Blue Cross-Blue Shield coverage. The employees will authorize further deductions necessary to cover the balance of the cost plus family coverage, if any. Eligibility for this coverage shall be determined as in the past.

Article VI

Vacations

Section 1. Vacations shall be granted as follows:

After 1 year continuous service--1 week with pay for forty (40) hours.
After 2 years continuous service--2 weeks with pay for eighty (80) hours.
After 10 years continuous service--3 weeks with pay for 120 hours.
After 20 years continuous service--4 weeks with pay for 160 hours.

Section 2. Vacation schedules shall be established by the Employer each year and the Employer shall respect the requests of the employees as to time of vacation insofar as the needs of the service will permit. Preference as to time will be based on seniority. In the Police Department, an advance notice will be posted designating an adequate period during the first week in March each year in which to draw vacation time in accordance with seniority preference. Employees will not later be allowed to change times drawn unless suitable arrangements can be made in case of emergency. Employees will give adequate notice when requesting vacation time.

An employee called back from vacation time will receive credit for the vacation time during the week in the same manner as though he had been at work for the purpose of computing overtime.

Section 3. Vacation time will not be permitted to accumulate from year to year; provided, however, in the event an employee is prevented from taking his vacation during the year due to emergency in the work, the employee may, at his option, take said vacation during the first two months of the succeeding year; provided, further, that in the event an emergency exists as to the employee's service during the two (2) months period, the vacation period shall be waived and the employee paid his vacation pay.

Section 4. If a holiday which is recognized under this agreement falls during an employee's vacation he shall be entitled to an extra day's vacation on that account. Fire Department employees will be entitled to an extra day's pay in lieu of an extra day's vacation.

Section 5. Upon request employees will be given their vacation pay or a part thereof if they do not request the full amount, at the beginning of their vacation.

Article VII

Leave Time

Section 1. Employees of the Employer in the service for one (1) year or more shall be entitled to annual sick leave with pay not to exceed one hundred-twenty (120) hours in any one (1) year. Sick leave may be accumulated up to four hundred-eighty (480) hours. Employees of the Police Department shall be entitled to fifteen (15) days sick leave per year with the provision that sick leave may be accumulated up to sixty (60) days.

When sick leave outlined above is exhausted in cases of prolonged illness or incapacity from injury, additional sick leave will be granted as circumstances may warrant in an individual case and considering the employee's length of service, use of regular sick leave and other relative factors.

Employees absent from work for any reason shall notify the Employer in advance of the employee's shift so that a replacement can be arranged for. Habitual disregard of this call-in procedure will result in the employee involved being deprived of sick leave pay for such absence, or other disciplinary action. The Employer may request a doctor's certificate covering any sick leave which extends beyond five (5) days.

Hours paid for but not worked under this Article shall not be used in computing 40 hours in a work week for the purpose of determining hours for which time and one-half shall be paid even though the employee works beyond his normal weekly hours. However, such hours paid for in lieu of work shall be counted in computation 40 hours in cases where the overtime was worked beyond the employee's normal daily hours of eight (8).

Section 2. When a death occurs in an employee's immediate family he shall be allowed three (3) days off with pay at his regular classified rate.

For the purpose of this Section, immediate family shall be understood to mean husband, wife, parents, sisters, brothers, children, parents-in-law, son-in-law, daughter-in-law or other relative if this relative was living in the employee's household as a member of the regular family unit.

No pay shall be due under this section if the employee is receiving vacation pay at the time of the death occurring.

Section 4. Police and Fire Department employees will be permitted to change shifts and/ or days off with permission of the Chief or Captain of the appropriate department in charge, with the understanding that the overtime waiver system now in effect may be applied, if applicable.

Article VIII

Miscellaneous

Section 1. There shall be no discrimination or job patronage.

Section 2. The City shall provide an employees' bulletin board where any individual or group of employees may post notices providing they are not commercial notices, personal or defamatory in character.

Section 3. An employee who enters the Armed Service of the Nation or is drafted to participate in the National Defense Program shall be returned to his position within six (6) months of his honorable discharge or termination of such service and be entitled to accumulated rights provided under applicable Federal and State laws.

Section 4. The employees shall be furnished lockers and the City shall continue to furnish all necessary devices to insure the reasonable comfort and safety of the employees while at work.

Uniforms shall be furnished, as in the past, in the Police and Fire Departments. A clothing allowance for plain clothes men will be arrived as to compensate adequately for clothing replacement.

The Employer will pay the cost of dry cleaning one (1) pair of trousers per week for Police Department personnel.

In the interest of efficient operation in the Police Department and to assure the safety of the employees when on duty, employees absent because of illness, vacation, etc., shall be replaced by calling out off-duty officers in sufficient numbers to fill any such vacancies. It is the intent of the above to keep the normal, minimum quota of officers on duty at all times as follows:

7 - 3 days	1 Sergeant	3 patrolmen
3 - 11	1 Sergeant	3 patrolmen
11 - 7	1 Sergeant	3 patrolmen

These are exclusive of detectives and meter officer.

Officers serving the six months probation may be scheduled as determined by the Chief of Police in the best interest of furthering the training of such officers.

In the further interests of safety of the employees, the Employer agrees that at least two (2) officers will be assigned each car in the hours of 7:00 p.m. to 3:00 a.m.

Prior practices, customs and privileges which are not in conflict with this agreement will be continued in the Police and Fire Departments.

Section 5. The Employer shall continue to provide benefits under P.A. No. 345, Police and Fireman's Pension system. Bargaining unit employees elected or appointed as members of the Police and Fireman's pension board will be compensated at straight time for all necessary off-duty time spent at meetings or other necessary operating activities of the Board.

Section 6. It is understood by the parties that the Employer shall have the exclusive right to determine qualifications wherever referred to in this agreement and the Union shall not attempt to abridge this right. The Employer agrees not to use this right for the purpose of discrimination. This Section shall be subject to the grievance procedure. The direction of the working force, including the right to plan the work, direct and control operations, the right to hire and discharge for proper cause, suspend, transfer and relieve employees from work because of lack of funds, work or other reason is vested exclusively in the Employer.