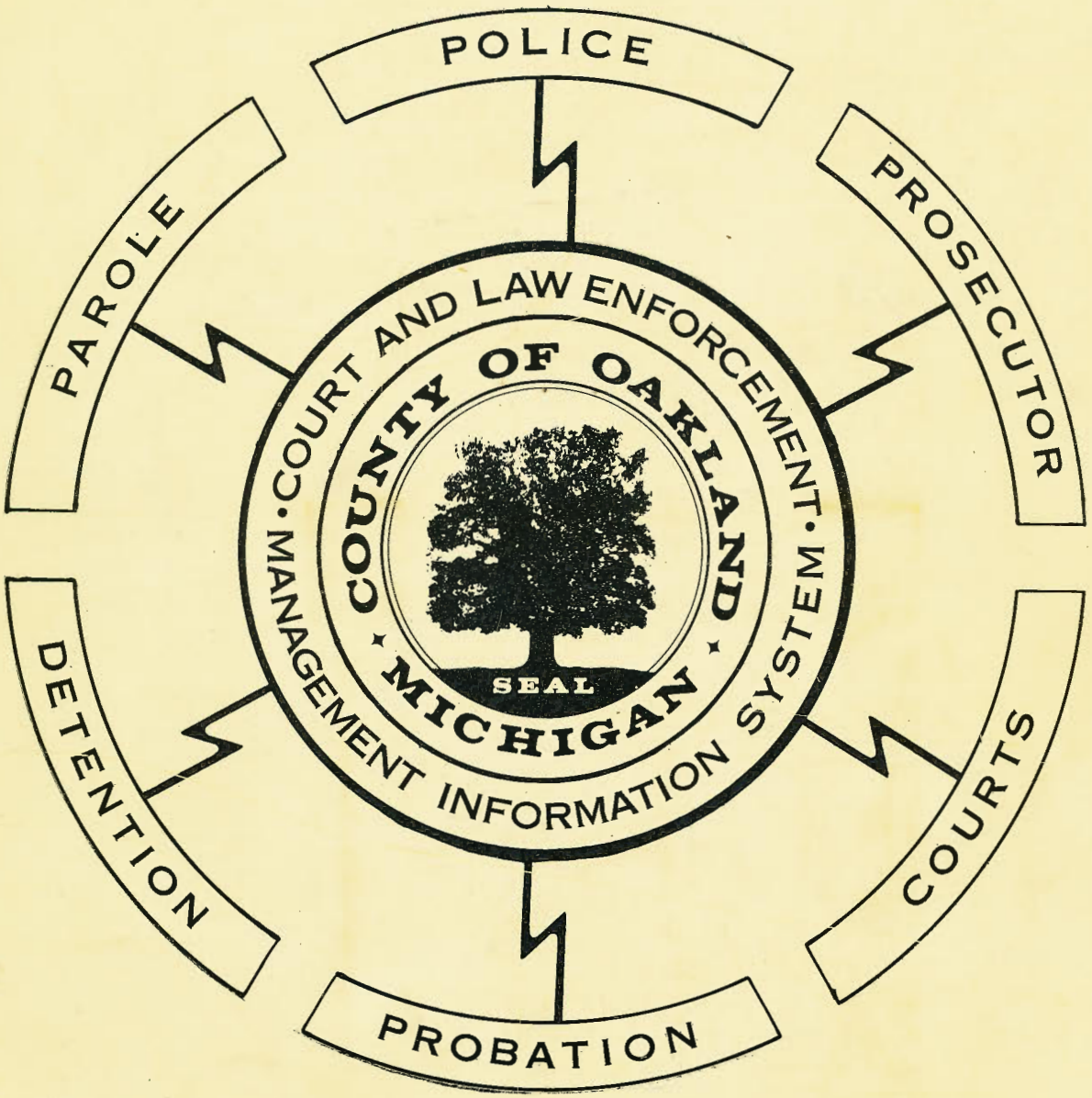


COURT AND LAW ENFORCEMENT MANAGEMENT INFORMATION SYSTEM (CLEMIS)

Phase I

Law Enforcement Management Information System

REQUIREMENTS ANALYSIS

Submitted To The

Board of Auditors
County of Oakland
Michigan

by

Oakland County Data Processing

and

Systems Science Development Corporation

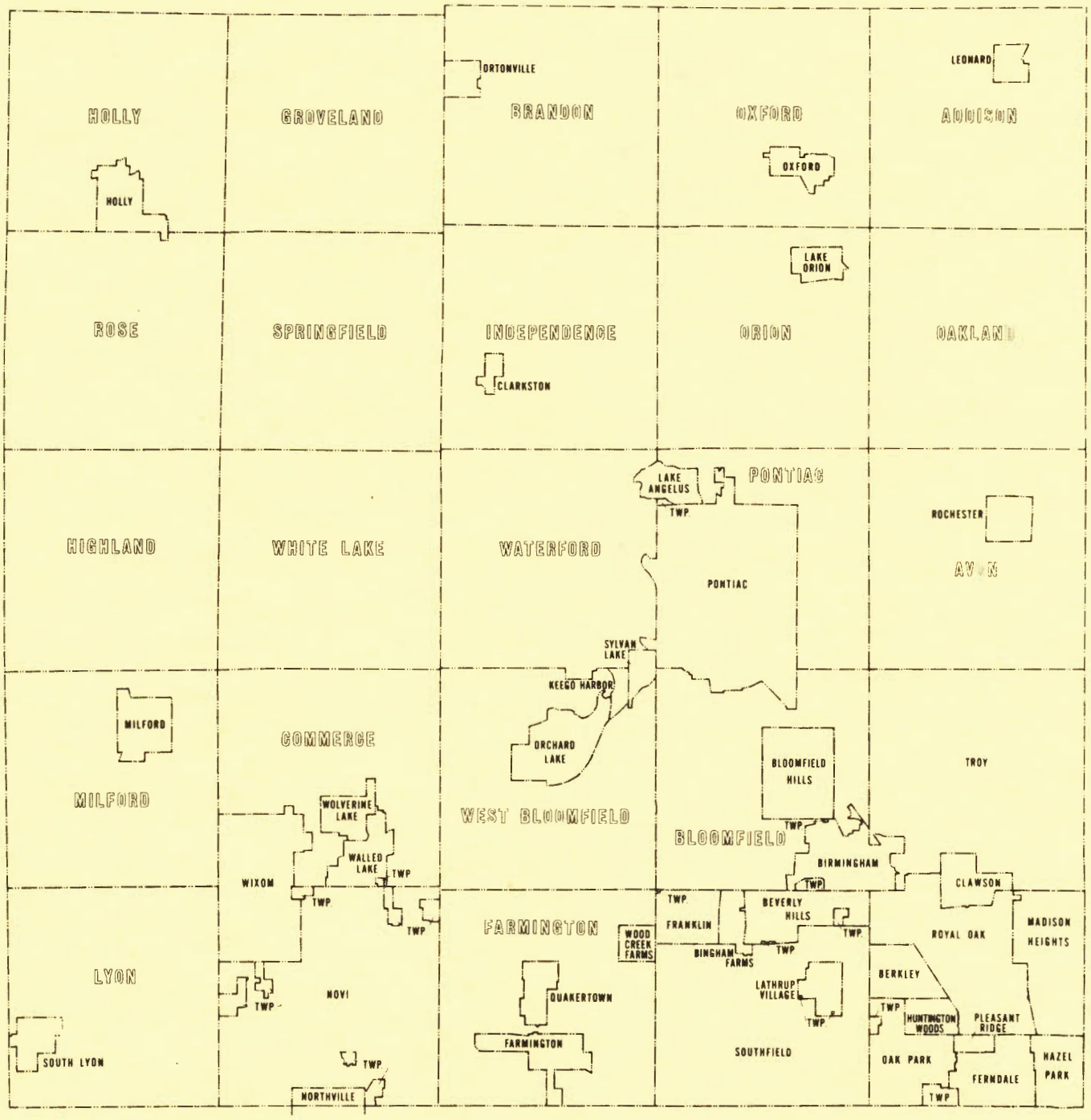
April 23, 1971

FOREWORD

The personnel of OCDP and SSDC who performed the Requirements Analysis wish to express their sincere appreciation to each of the many people who gave us so much of their valuable time. Without their assistance and knowledge, this document could not have been compiled and produced.

Unfortunately, it is impossible to give individual recognition to the dozens of persons who aided us in this endeavor. The project team does, however, express its special gratitude to the members of the CLEMIS Advisory Committee and its Chairman, Milton G. Sackett; Chief of Police; Southfield, Michigan and the Office of Criminal Justice Programs and its Program Manager, Donald Jackson.

OAKLAND COUNTY, MICHIGAN



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MANAGEMENT SUMMARY

Oakland County, Michigan has embarked on a program to apply the technology of electronic computers to the problems of the criminal justice community. The program is designed to encompass all aspects of criminal justice within the County from police, through prosecution/defense and courts, to detention and probation/parole. This type of program must be carefully planned and executed. While the need is great for the information that computer technology can supply to the criminal justice community, the development of a system must be accomplished in an orderly manner or it will not satisfy the requirements of the users. The Court and Law Enforcement Management Information System (CLEMIS) is the program that Oakland County has initiated, planned and is now executing.

The development of CLEMIS has been divided into three Phases, Law Enforcement, Courts and Corrections. Each phase has been further divided into four parts; Requirements Analysis, Systems Design, Implementation and Operation. This document represents the efforts of the Requirements Analysis part of Phase I, Law Enforcement, of CLEMIS. It is the start of a total program which is intended to satisfy the major requirements of the Criminal Justice Community within Oakland County.

Ramsey Clark, former Attorney General of the United States, made the following statement concerning criminal justice in his recent book Crime in America;

"The Criminal Justice System is a process in which each stage must contribute to the same goals - the prevention and control of crime and the rehabilitation of offenders. Performance must flow efficiently from one discipline to the next - from police to prosecutor to judge to jailer. The success of each function depends on the effectiveness of all, and their interdependence exists not only among different disciplines in the same jurisdiction but among the disciplines in different geographic jurisdictions as well."

Oakland County is composed of twenty five (25) cities, fourteen (14) villages, and twenty-four (24) townships. Each of these jurisdictions contains certain elements of the criminal justice community and each jurisdiction also has a set of problems which is unique, at least to citizens of that jurisdiction. The criminal justice community within Oakland County has been defined within this document in six groups: Law Enforcement, Prosecution/Defense, Courts, Detention Facilities, Probation/Parole and Additional Elements.

Oakland County contains at least forty-four (44) individual police departments. These agencies include the Michigan State Police, Oakland County Sheriff, and municipal police departments within the individual cities, villages, and townships. While these departments operate as autonomous agencies a majority of the time, several cooperative efforts have been initiated in recent years. One of the objectives of CLEMIS is to further this cooperation and provide impetus for additional efforts.

The Prosecution/Defense segment of Oakland County Criminal Justice Community is composed of the Oakland County Prosecuting Attorney and city, village and township attorneys as well as attorneys retained privately by defendants. The privately retained counsels are represented in this document by the Bar Associations and the Legal Aid Society. The Prosecuting Attorney is the chief law enforcement officer in Oakland County, as well as the legal counsel for all law enforcement agencies within the county. These roles, together with his function of representing the citizenry in criminal court proceedings and in limited civil functions, makes him a crucial member of the community. The City, Village and Township Attorneys have the same powers and duties as the County Prosecuting Attorney for violations of municipal ordinances. In combination, the agencies in this category serve as the interface between the police and the courts within the criminal justice process.

The structure of the courts within Oakland County includes four types; Circuit, Probate, District and Municipal. These courts function as a portion of the judicial system of Michigan and interact with various other State and Federal Courts. The court system acts as a pivotal point in the criminal justice process. The efforts of law enforcement agencies and prosecution/defense representatives are reviewed and decisions are rendered. Based upon these decisions the agencies responsible for detention, probation and parole may become involved in the process. The information available from the courts will be a critical factor

in the total concept of CLEMIS.

The detention facilities available to Oakland County include the County Jail, local lock-ups, child care facilities, state correctional institutions and the Detroit House of Corrections. The primary objectives of these facilities are to confine an individual and rehabilitate him so that he will become a useful member of society.

The role of the probation and parole programs within the criminal justice process is to provide supervision of offenders in the community in lieu of confinement. Within Oakland County, adult probation is administered by the Oakland County Chief Probation Officer and various municipal probation programs. Adult parole is the responsibility of the Bureau of Field Services of the Michigan Department of Corrections. The administration of juvenile programs is primarily accomplished by the Juvenile Division, Oakland County Probate Court. Juveniles who have been committed to State institutions are monitored by the Office of Youth Services, Michigan Department of Social Services. All of these agencies are primarily concerned with training and rehabilitation. Their function is to prevent future occurrences rather than punish for past events.

Two additional agencies within Oakland County play significant roles in the criminal justice process that cannot readily be classified in any of the other five groups. The Youth Assistance Services is concerned with the early detection of youngsters who are showing evidence of predelinquent patterns of behavior and providing assistance to them before official action is required. It is

primarily a community oriented organization consisting mainly of volunteers who work in conjunction with a staff of the Juvenile Division of the Oakland County Probate Court. The rate of success of the program is extremely high, which is a tribute to both the Court and the community. The remaining agency in the Oakland County criminal justice process is the Traffic Improvement Association (TIA). This agency is a non-profit, non-political, self-governing, citizen supported organization. TIA's activities are directed at one primary goal: the prevention of traffic accidents. These activities have made TIA one of the leading and most progressive traffic safety agencies in the country and provide Oakland County with effective programs which diminish human and economic loss.

The project team which accomplished this requirements analysis conducted a survey of police agencies within the County in order to gain an understanding of law enforcement in Oakland County and have an objective basis for defining the requirements of CLEMIS. During this survey twenty-nine (29) individual law enforcement agencies were interviewed in person and fourteen (14) jurisdictions were contacted by mail. In addition to these law enforcement agencies, a large number of additional agencies were contacted to obtain information about the other segments of the criminal justice process. As a result of the survey the project team sees a definite need for improving the exchange of information between law enforcement agencies throughout the County.

The detailed information obtained through the survey is presented elsewhere within the document. The agencies surveyed re-

ported that they employ 1,530 total personnel, of which 1,329 are sworn officers. They operate a total of 423 vehicles, of which 378 are patrol cars. Their workload figures and other data gathered during the survey were among the major factors in determining the requirements of CLEMIS, and the actions recommended by the project team to satisfy these requirements.

Automated law enforcement oriented systems which currently exist in and around Oakland County were studied and documented as a part of the Requirements Analysis. This effort was undertaken to ensure that the capabilities which currently exists within these systems are not duplicated within CLEMIS, to determine what capabilities should be adopted by CLEMIS and to ascertain with which systems CLEMIS could and should interface.

Systems that currently exist within Oakland County were identified as:

- Law Enforcement Statistical System (LESS)
- Traffic Data Center (TDC)
- City of Oak Park

Systems that currently exist outside of Oakland County were identified as:

- Law Enforcement Information Network (LEIN)
- Detroit Electronic Computer and Teleprocessing System (DETECTS)
- National Crime Information Center (NCIC)
- Law Enforcement Assistance Data System (LEADS)
- Michigan Accident Location Index (MALI)

The emphasis of the Requirements Analysis was to determine the basic capabilities of CLEMIS and define possible interfaces.

Other automated systems which contain capabilities required by CLEMIS will be identified within the Systems Design effort so that the specifications of these systems can be obtained by the County to ease the problem of implementation.

Final decisions cannot be made at this time as to the systems which CLEMIS should interface, due to the fact that several major systems are currently undergoing development, planning and/or major modifications. As firm specifications of these systems become available, and as additional jurisdictions around Oakland County develop other systems, a careful analysis should be made to determine the desirability and feasibility of establishing interfaces with CLEMIS.

The information obtained by the survey of law enforcement agencies, interviews with other agencies and the study of existing systems was gathered and documented for the primary purpose of providing material needed to analyze and define the system requirements. This analysis of requirements has been limited to the area of law enforcement. During the activities of the next two phases of CLEMIS a similar definition of requirements will be developed for the remaining elements of the Oakland County Criminal Justice Community.

The requirements of CLEMIS, and of the law enforcement community, have been defined within the following areas:

- Focal point for law enforcement
- Organization
- Planning
- Records

- Management Data
- Operational Data
- Characteristics of CLEMIS

In order to affect required changes in the law enforcement community as they relate to CLEMIS, it is the considered opinion of the project team that a single focal point for all law enforcement agencies must be designated. This critical missing element must be acceptable to the vast majority of the community and have appropriate authority in order to be effective. Without such a focal point the probability for the successful implementation and operation of CLEMIS is extremely low.

A "communications gap" currently exists between Oakland County Data Processing (OCDP) and the police community. Because of their diverse professional backgrounds, and because each works in an entirely different environment, police and Data Processing personnel view the system differently. This communications gap must be eliminated so that the system responds to the needs of the police. A modification to the present organizational structure of the CLEMIS project is therefore required.

CLEMIS must be a constantly evolving system. No system can remain stagnant if it is to continue to remain responsive to an ever changing environment such as criminal justice. The evolution of CLEMIS must be a planned and orderly activity.

The records systems maintained by the police agencies within Oakland County range from extremely good to non-existent. A standardized records system must be designed that will enable every

department within the county to maintain the same information, in the same way.

Law enforcement officials within the County often lack vital information needed for planning, budgeting and the allocation of resources. The reasons for this are two-fold; the data is not captured when it is available and the data that is recorded is not presented in a meaningful form. Law enforcement agencies in Oakland County need a management information system that includes event, case, and manpower accounting capabilities with several levels of reporting detail.

The criminal justice community within Oakland County does not currently have access to a centralized bank of historical data concerning the persons they are dealing with. The present status of individuals within the criminal justice process as well as past records of contacts must be available to assist officials in determining the proper action to take when a new contact is established. There is no requirement within CLEMIS to maintain information which is currently available through other systems, as long as this data is available to the law enforcement community in an efficient and responsive manner. The requirements of CLEMIS are to supplement this available operational data with information which is only available, and of interest, at the local agency level.

In order to satisfy the need for information within the law enforcement community, CLEMIS must possess the following characteristics:

- Responsiveness
- Flexibility

- Reliability
- Security

All of these requirements must be satisfied if CLEMIS is to provide an effective tool for law enforcement and other segments of the Oakland County criminal justice community.

The recommendations made by the project team to satisfy the requirements of CLEMIS have been grouped into the categories of Organization, Standards, Uniformity and Information. The recommendations have been carefully thought out so that they present a reasonable and realistic set of actions which can be taken to improve the exchange of information between law enforcement departments. The Project Team recommends that:

. The CLEMIS Advisory Committee have the final decision as to the characteristics of the system.

. The Advisory Committee be restructured and law enforcement be designated as a sub-committee.

. A position of CLEMIS Coordinator be established.

. A study and analysis be conducted of Oakland County law enforcement records systems.

. A standardized record system be designed and adopted by CLEMIS users.

. A standard set of procedures be established and adopted by CLEMIS users.

. CLEMIS be developed as a single set of processing tasks to be used by all departments.

. Agencies using CLEMIS adopt a uniform set of data interfaces.

. CLEMIS possess the following characteristics;

- Operate in both on-line and batch processing modes.
- Use combined video and hard-copy terminals.
- Include both on-line and off-line input capabilities.
- Maintain files relating to persons, geographic locations, cases, licenses, personnel and other data of interest to local jurisdictions.
- Provide output including reports on selected offenses, elapsed time analysis, property, persons, UCR, departmental activities, and other statistical information.
- Include the capability to accomplish resource allocation.
- Interface directly with LEIN via a high-speed communications line.
- Provide security and reliability of data and services.

The design, implementation, and operation of CLEMIS will require the expenditure of a significant amount of resources. These resources must be efficiently combined in order to achieve the desired product at a minimal cost to Oakland County and the local jurisdictions.

The categories of resource requirements for the development of CLEMIS include:

Facility	Communications
Equipment	Supplies
Manpower	Data Input

Site preparation Data Conversion

Personnel Space

The requirements for these resources, as defined at this stage of the development of CLEMIS, are extremely preliminary in nature and should only be used for planning purposes.

The three basic approaches to the provision of the direct resources required are for the County to supply all of the resources, the local jurisdictions to provide all of them, or a combination of the two. The determination of the best method will require extensive analysis and planning. The final decision will have a large impact on the acceptability of the system by the local jurisdictions. Once this determination has been made, all sources of funding should be thoroughly explored, including grants from federal, state and private agencies.

In addition to the expenditure of resources, the recommendations of the project team, if adopted, will require the law enforcement agencies within Oakland County to institute a wide range of changes to their operations and procedures. The agencies must derive significant benefits in order to justify this expenditure of resources and institution of changes. Adoption of these recommendations will not satisfy all of the requirements of all of the agencies. It will, however, accomplish implementing standard procedures, providing a uniform set of data and permitting the free and effective exchange of information between police departments within Oakland County. There are three (3) major benefits which will be derived from the adoption of the recommendations, and the resultant expenditure of resources and efforts

required to change some of the operations and procedures of the law enforcement agencies.

First, and most obvious, is that the departments will have information available to them which presently does not exist or is extremely difficult and costly to maintain and/or extract. Second, the development of the Law Enforcement Management Information System will serve as a base for the total Oakland County Criminal Justice Information System. The final, and most significant, benefit to be obtained from the adoption of the recommendations is a greater degree of commonality between law enforcement agencies. The benefits which will be derived from the adoption of the recommendations far outweigh the efforts and resources required to implement them. Oakland County law enforcement agencies cannot afford to ignore the requirements for change which currently exist.

The Court and Law Enforcement Management Information System can satisfy the needs which are present within the criminal justice community of Oakland County. Police, prosecution/defense, courts, detention facilities, probation/parole and other elements are all facing increased workloads and requiring a comprehensive and consolidated source of information. Systems which currently exist and which are available to these agencies have provided a tool which has proven extremely valuable. These systems do not, however, satisfy all of the information requirements, and therefore must be supplemented. Requirements have been defined within the categories of a focal point for law enforcement, records, management data, operational data, organization, planning and characteristics of the CLEMIS system.

Recommendations to satisfy these requirements have been made in the categories of organization, standards, uniformity and information. The benefits which will accrue to the citizenry of Oakland County as a result of adopting these recommendations will result in a more effective and efficient criminal justice process within Oakland County. To obtain these benefits, significant resources must be expended and changes must be implemented. The time has come for Oakland County to meet the challenge presented by crime in a free society. CLEMIS can prove invaluable in this critical effort.

SECTION 2
BACKGROUND INFORMATION

2.1 PROJECT OBJECTIVES

The goal of the CLEMIS project is to furnish the criminal justice agencies in Oakland County with a comprehensive and efficient source of information so that they can perform their functions more effectively. Obviously the functions of each segment of the criminal justice community are different. This implies that the information requirements will also be different. CLEMIS must respond to each such requirement.

The criminal justice process in the United States is currently undergoing major change. The need to support and improve the process is receiving wide attention, as attested to by the resources which have been made available in the last several years. Every segment of the process is being examined, analyzed and criticized. This movement was initiated on July 23, 1965 when the President's Commission on Law Enforcement and Administration of Justice was established. The movement was continued unabated, with no foreseeable end in sight. Dedicated members of the professions involved in the process have welcomed this movement as an opportunity for a revitalization of criminal justice at all levels of government.

County government is emerging as the focal point for this improvement and revitalization of the criminal justice process. The major reason for this emergence is that the county is the first level of government at which criminal justice becomes an actual process or a system. It is at this level that all functional areas of the system are within the same jurisdictional

boundary.

The functional areas of criminal justice are usually designated Police, Prosecution, Courts and Corrections. This designation does not readily permit the classification of many elements of the criminal justice community. For the purposes of examining the functions and the needs of the elements within Oakland County the designations have been established as: Law Enforcement, Prosecution/Defense, Court, Detention, Probation/Parole and Additional Elements.

The requirements of each of these six areas must be given major consideration in the setting of priorities and the selection of alternatives for those requirements which can be satisfied by an information system. The overall design of CLEMIS must take into consideration both the projected and current needs of the criminal justice community. Consideration must also be given to the small agencies and elements in order to increase the quality of service to all the citizens of Oakland County.

To best serve the citizens of this county, CLEMIS must be a cooperative effort of all members of the criminal justice community. A unified, concentrated effort will certainly achieve more than fragmented attempts of individual agencies to serve the citizens of individual cities, villages and townships. The multiplicity of autonomous jurisdictions has intensified the need to centralize certain criminal justice information.

An adequate and reliable data base will become the foundation of a planned and coordinated major attack upon crime and its precipitating causes throughout the county. In order to improve the efficiency and economy of the criminal justice process within Oak-

land County, high priority must be given to improved coordination and greater pooling and sharing of that critically needed resource: INFORMATION.

CLEMIS must become a county-wide commitment to improve the availability of information necessary for sound administrative decisions at the city, township, village and county levels.

The computer based Court and Law Enforcement Management Information System concept is a rational and logical approach to solving many of today's complex problems faced by the criminal justice agencies. The cooperative use of a computer system by all such agencies within Oakland County will aid in the administration of justice and provide a method to cope with the increase in quantity and nature of the tasks they must perform. The current effort of developing an initial sub-system, Law Enforcement Management Information System, is the first step toward the achievement of this type of operational computer system.

Crime does not observe political boundaries and neither can law enforcement information. Certain categories of law enforcement information are already available to Oakland County police agencies through the Federal Bureau of Investigation's National Crime Information Center (NCIC) and Michigan's Law Enforcement Information Network (LEIN). The national and state systems do not obviate the need for an information system at the local (county) level.

The main objective of the Law Enforcement sub-system of CLEMIS is to provide all levels of law enforcement within Oak-

land County with the information necessary to more adequately support the attack on crime and its associated problems. No true progress can be made in the prevention and control of crime until the local law enforcement agencies become part of a coordinated county-wide system. The increased mobility of the criminal population and the increase in the occurrence of crime has made this coordination mandatory.

Implicit in the objectives is assisting police management to make decisions regarding the utilization of the limited resources at their command and to aid in evaluating the effect of these decisions.

Undoubtedly the single greatest technical limitation on a police administrator's ability to make wise and fair decisions is being required to decide issues without enough information. This limitation is a basic weakness of the Oakland County law enforcement community. The lack of accurate data on local offenders and their crimes and the inability of the law enforcement community to effectively gather, store, retrieve, analyze and communicate necessary information must be corrected.

The immediate objective of CLEMIS is improving the effectiveness of law enforcement by the efficient handling and exchange of documented police information. Through the cooperation of the local agencies, and with proper management, Project CLEMIS can develop into a valuable tool for police and other criminal justice agencies in Oakland County.

2.2 PROJECT SCOPE

CLEMIS is an idea, a concept, a plan. It is an idea that an information void currently exists within the Oakland County Criminal Justice Community. It is a concept that a single unified and centralized automated system can serve all of the agencies in this community. It is a plan that the system should be developed in phases. The transformation of CLEMIS from these intangibles to a real and operational system is what this project is all about.

The development of CLEMIS is an extremely large undertaking. The activities of the Criminal Justice agencies cover a wide range and the agencies themselves are large in number and diverse in operation. The division of the development of CLEMIS into phases will enable agencies of selected functions to be grouped for the purposes of study, analysis and system design.

The total effort has therefore been divided into three phases and each phase further divided into four parts. Phase I is primarily concerned with law enforcement, Phase II with courts and Phase III with corrections. Within each Phase are activities directed at requirements analysis, system design, implementation and operation.

Phase I, law enforcement, is aimed at the police agencies within the County. The County Sheriff, municipal police departments, police academy and other agencies all are included within the scope of this phase.

Phase II, courts, is primarily directed at the agencies who deal with the law itself. The four different courts within the county (Circuit, Probate, District and Municipal), the Oakland County Prosecuting Attorney, municipal prosecuting attorneys and

representative defense agencies are the scope of Phase II.

Phase III, corrections, is concerned with the detention, probation and parole aspects of the criminal justice process. The scope of Phase III includes the County Jail, local lock-ups, child care facilities, County and Municipal probation departments, Pontiac Parole Office and similar institutions and agencies.

The activities of each phase are divided into parts dealing with requirements analysis, system design, implementation and operation. Part I Requirements Analysis, is directed at studying and analyzing the operations, relationships, functions and requirements of each agency to determine the informational needs of a particular segment of the Criminal Justice process. These needs are documented, along with recommendations as to how they can be satisfied by CLEMIS.

The documentation resulting from the efforts of the Requirements Analysis form the basis for the activities during Part 2, System Design. The facts and concepts are converted into a set of specifications. All aspects of an automated system are addressed, analyzed, specified and documented including data files, input and output contents, processing techniques and operating procedures. The design document serves as a blueprint for each phase.

Converting the specifications into an operational system is the scope of Part 3, implementation. Equipment is procured; programs for the computer are written, tested and corrected; instructional and operational manuals produced, training conducted

and related activities accomplished. Part 3 culminates with the declaration that one Phase of CLEMIS is now operational.

The continued operation of the system constitutes Part 4. Training new users and modifying the system to correct problems and add capabilities are the principal functions of this part.

This report is the result of the efforts of Part 1 of Phase I, the Requirements Analysis of law enforcement. Phase I now moves into System Design and then into implementation and operation. Phase II is scheduled to commence in late 1971 and Phase III in 1972.

As each of the three phases move from one stage of development to another CLEMIS will begin to take form as a total system for all agencies in the Oakland County Criminal Justice Community.

2.3 PROJECT HISTORY

The following is a chronological list of key events which have occurred within the CLEMIS Project.

February, 1970 -

The Oakland County Board of Commissioners, Public Protection and Judiciary Committee, entered a resolution inquiring as to what the County Government could do to assist local criminal justice agencies in their fight against crime.

April, 1970 -

A Proposal for Assistance in Developing a County-wide Computer System to Aid in the Administration of Criminal Justice in Oakland County was drafted by the Data Processing Center in response to the request made by the Public Protection and Judiciary Committee. The final document was presented on April 30, 1970.

This proposal presents, in part:

- °The present need of a central repository for criminal information.
- °The present status of criminal information gathering within the County of Oakland.
- °A preliminary plan of action.
- °Immediate and long range goals.
- °Methods and procedures for attaining the goals as set forth.

May 19, 1970 -

The Director of Data Processing, Mr. D. Lumsden, presented the "Proposal for Assistance" to the Finance Committee, Board of Commissioners.

The Proposal was approved by both the Finance and Public Protection and Judiciary Committees. A grant application for federal funds was submitted by the Data Processing Center to the Michigan Commission on Law Enforcement and Criminal Justice, with the approval of these Committees.

May 21, 1970 -

The Proposal (Resolution) was put before the full Oakland County Board of Commissioners and was adopted.

May 26, 1970 -

An acknowledgement of the grant request, as submitted by Oakland County Data Processing, was received from Mr. Howard A. Pizzo, Fiscal Manager, Michigan Commission on Law Enforcement and Criminal Justice.

June 25, 1970 -

Several revisions and clarifications amending the original grant application were submitted to Mr. C. Lindstrom, Michigan Office of Criminal Justice Programs. Areas for review by Lansing, as a result of the revisions were:

°Evaluation of the overall plan.

°Methods and procedures.

°Other miscellaneous clarifications and stipulations.

July 14, 1970 -

Several additional revisions to the federal grant application, as amended June 25, 1970, were submitted to the Michigan Office of Criminal Justice Programs. These revisions reflected changes in personnel assignments, inclusion of resumes of persons involved with

the project at this time and a reduction in the overall cost that was presented in the original budget of May 20, 1970.

A copy of the resolution from the Oakland County Board of Commissioners, Finance Committee approving the "new money" for the project was included with the revisions.

July 15, 1970 -

A letter supporting Phase I of the project was sent to the Office of Criminal Justice Programs by Mr. Thomas G. Plunkett, Prosecuting Attorney, County of Oakland.

July 17, 1970 -

A letter of notification was sent to the Office of Criminal Justice Programs by Mr. Don L. Lumsden, Director of Oakland County Data Processing, informing that office that during the grant period there would be no charges for services rendered to:

- The four law enforcement agencies presently using the Data Center under programs currently being offered (LESS System).
- Other law enforcement agencies wishing to participate in the present program (LESS System).

July 20, 1970 -

Notification to the Office of Criminal Justice Programs of another revision to the grant application. The revisions reflected adjustments in the monies pertaining to certain costs of the project.

July 21, 1970 -

A letter was sent to the Commission by the Oakland County Project Director, stipulating that all bids and proposals received con-

cerning the project will be reviewed jointly by staff members from the Oakland County Board of Auditors and the Michigan Commission on Law Enforcement and Criminal Justice.

July 27, 1970 -

A letter of advisement was sent to Mr. Don L. Lumsden from Mr. G. S. Leonard, Project Director, Region One, stating the Region One Council's action of approval, with the "highest priority", of Oakland County's application for a federal grant.

July 29, 1970 -

A letter was sent, from Mr. C. Lindstrom to Mr. D. Lumsden, stating the recommendation of the Commission for funding of the project, Phase I, upon the acceptance of certain conditions as follows:

°Phase I of the project is intended for systems development.

°Funding of Phase I of the project does not guarantee subsequent federal funding for Phase II and Phase III.

August 4, 1970 -

Letter from Mr. Lumsden, to Mr. C. Lindstrom, stating acceptance of the conditions which are noted above.

August 13, 1970 -

Notification was sent to Mr. C. Lindstrom changing the project title name from - "Criminal Justice Data Center - Phase One" to "Court and Law Enforcement Management Information System - Phase One". The acronym to be used is "CLEMIS".

August, 1970 -

During this month solicitations for membership on the Law Enforcement Advisory Committee for the CLEMIS Project, Phase One, were

October 7, 1970 -

Acknowledgement received by Mr. D. Lumsden, from Mr. C. Lindstrom, regarding the appointment of Mr. R. Kenning to replace Mr. T. Evans as Project Director - CLEMIS Project. The acceptance by the Commission of this change of Project Directors is conditioned on its acceptability to the Law Enforcement Advisory Committee.

October 16, 1970 -

The first meeting of the Law Enforcement Advisory Committee was held at the Oakland County Court House. Chief Milton G. Sackett, Southfield Police Department, was unanimously elected Chairman.

Other items of business covered in this first Advisory Committee meeting were:

°Objectives of the Advisory Committee .

°Endorsement of Mr. Kenning to serve as Project Director.

°Review of previous six months progress pertaining to the preliminaries to the CLEMIS System.

The "Request for Proposal" (RFP) document was presented to the Advisory Committee as the "Short Range Plan" for the CLEMIS Project. Approval of the RFP, with modifications, was requested from the Advisory Committee and carried unanimously.

October 23, 1970 -

Notice of authorization to proceed with the CLEMIS Project received by Oakland County from the Michigan Commission on Law Enforcement and Criminal Justice.

Two items of note were included in this Inspection Report as follows:

°Acknowledgement and acceptance of the Project Director for CLEMIS (this was the change in CLEMIS Project Directors).

°Notation that the progress of the project at this point, (approximately one and one-half months into the grant period), is "Very Acceptable".

October 23, 1970 -

Request for Proposal (RFP) documents were mailed to a total of 26 consultant firms for the purpose of obtaining bids on the work to be done on Phase One of the CLEMIS Project. The deadline for these companies to file their "Intent to File a Proposal," was set at five o'clock P.M. November 3, 1970 and the deadline to submit a proposal was five o'clock P.M. November 24, 1971.

November 3, 1970 -

Of the 26 consultant firms receiving the CLEMIS Project RFP, 22 responded with an "Intent to File a Proposal".

November 24, 1970 -

Fifteen (15) consulting firms, of the original 22 which had notified Oakland County of their intention to submit a proposal, did in fact make such a submission.

December, 1970 -

Intense study and analysis of the 15 proposals received by Oakland County was undertaken by an evaluation team consisting of five members of the Data Processing staff. A total of 367 man-hours was expended in the process of evaluating the 15 proposals in order to arrive at a final selection, with alternates, for presentation to the Law Enforcement Advisory Committee.

December 1, 1970 -

Two copies of each proposal received by Oakland County were sent registered mail to Mr. C. Lindstrom, Office of Criminal Justice Programs.

January 6, 1971 -

The second meeting of the Law Enforcement Advisory Committee for the CLEMIS Project was held at the Oakland County Service Center Administrative Annex.

The most important topic covered in this meeting was the presentation of the proposal submitted by Systems Science Development Corporation (SSDC). The committee was asked to ratify OCDP's selection of SSDC.

January 7, 1971 -

The Project Director made the official announcement of the selection of Systems Science Development Corporation by the evaluation team from Oakland County, as ratified by the Law Enforcement Advisory Committee and approved by the State of Michigan - Office of Criminal Justice Programs.

January 11, 1971 -

The Requirements Analysis, or Part One of Phase One of CLEMIS, was started on this date.

2.4 REQUIREMENTS ANALYSIS EFFORT

The Requirements Analysis portion of Phase I was accomplished through the combined efforts of personnel from Oakland County Data Processing (OCDP) and Systems Science Development Corporation (SSDC). The time span for this activity was January 11, 1971 through April 23, 1971.

The basic procedural steps initiated by the Project Team were as follows:

- °To identify all significant agencies and individuals in the Criminal Justice Community within Oakland County.
- °To gather all the basic and significant information possible regarding law enforcement and the criminal justice process within the County pertaining to -
  - -Records systems and types of records and files maintained by police agencies within the county.
  - -Various programs augmented and in process by individual police agencies as well as mutual programs involving several agencies in a cooperative effort.
- °Correlation of all the data collected and presentation of this information in a meaningful and easily understandable form.
- °Document and substantiate the entire Requirements Analysis effort and the results of that endeavor. Formulate requirements and recommendations based on the data collected, using all of the resources and experience available to the Project Team.

To accomplish these objectives the requirements study was initially divided into seven distinct "tasks" and a finer division

was subsequently achieved by defining various "activities" within each of these tasks.

The seven tasks, and their related activities (with brief clarifications where necessary) are as follows:

Task 1 - Orientation and Preparation, Management Plan.

1.1 - Basic Orientation of Systems Science Development Corporation Personnel.

.Introductions
.Facilities
.Background

1.2 - Draft Project Plan.

.A contractor prepared list of activities for the seven tasks in the Requirements Analysis.

1.3 - Schedule Visits.

.To various Law Enforcement Agencies both within and outside Oakland County.

1.4 - Develop Questionnaire.

.A document designed for the purpose of interviewing and gathering basic information from the law enforcement community.

1.5 - Prepare Detailed Project Plan.

.Development of Oakland County's list of activities comprising each of the seven tasks.

1.6 - Finalize a Project Control System.

.Project Accounting System.

Task 2 - Site Visits, Survey and Analysis of Police Operations.

2.1 - Prepare Tabulation Formats.

.To be used in compiling the results of the survey.

2.2 - Conduct Interviews.

.Personal interviews with Law Enforcement and other criminal justice agencies.

2.3 - Mail Questionnaires.

.Agencies not to be visited will receive the questionnaire by mail.

2.4 - Quarterly Reports (To Lansing).

.Progress Reports of project as required by the Office of Criminal Justice Programs.

2.5 - Project Administration.

.Project Director's control functions.

Task 3 - Inventory Existing Criminal Justice Related Systems.

3.1 - Develop List of Systems.

.LEIN	.DETECTS
.NCIC	.LESS
.LEADS	.Oak Park
.MALI	.TDC

3.2 - Collect Documentation.

.Manuals
.Notes
.Brochures

3.3 - Analyze and Document Interfaces and Relations.

3.4 - Project Administration.

Task 4 - Tabulate and Analyze Survey Responses and Site Visitations.

4.1 - Tabulate Data.

.Using the formats developed in Task 2.1.

4.2 - Analyze Results.

4.3 - Document Survey Results.

.Preparation of Section Four of the Requirements Analysis Report.

4.4 - Project Administration.

Task 5 - Define and Analyze Current Systems.

5.1 - Analyze Current Environment.

.Scope of the Law Enforcement Community in general.

5.2 - Combine Documentation from Tasks 3.3 & 4.3 into Definition.

.General definition of Criminal Justice in Oakland County.

5.3 - Document Current System.

.All elements of the Criminal Justice process in Oakland County -

.Law Enforcement
.Prosecution/Defense
.Courts
.Detention
.Probation/Parole
.Additional Elements

5.4 - Project Administration

5.5 - Project Staff Meetings

5.6 - Document Programs within Police Agencies.

.Training - Cadet and PSO.
.Traffic
.Organized Crime
.Narcotics

5.7 - Document CLEMIS Project (History) Phase One.

.Events leading up to the starting date for the Requirements Analysis Portion of CLEMIS.

5.8 - Document New Law Enforcement Complex and Trusty Camp.

Task 6 - Review Current and Proposed Systems with the Advisory Committee.

6.1 - Prepare Material.

6.2 - Conduct Briefing and Discussions.

.Law Enforcement Advisory Committee
.Meetings - No. 3 - March 24, 1971
No. 4 - April 23, 1971
No. 5 - April 30, 1971

6.3 - Project Administration.

6.4 - Administrative Background Work for Meeting.

Task 7 - Prepare Final Requirements Analysis Report.

7.1 - Prepare Document Outline.

Three Levels -
.Basic outline (section number and title)
.Description of each major section
.Description of each detailed section

7.2 - Document Proposed System.

Concept of CLEMIS encompassing -
.Organization
.Standards
.Uniformity
.Information

7.3 - Produce Resource Analysis.

.Facilities and equipment requirements
.Planning schedule
.Manpower requirements
.Cost summary

7.4 - Produce Draft Report.

.First draft of the Requirements Analysis Report.

7.5 - Conduct Document Review.

.Meetings with Sub-committees of the Advisory Committee.

7.6 - Produce Final Reports.

.Modifications and corrections based on the recommendations of the various Sub-committees.

7.7 - Project Administration.

The team directly involved with the Requirements Analysis of CLEMIS, Phase I, included the following personnel:

Oakland County

.Mr. Robert Kenning	Project Director
.Mr. Mike Meagher	Project Leader
.Mr. Marion Ely	Systems Representative

Systems Science Development Corporation

.Mr. Floyd R. Shear	Project Manager
.Mr. Michael M. Sutin	Senior Systems Analyst
.Mr. Steve A. Egger	Systems Analyst
.Mr. Richard F. Crowther	Management Consultant
.Mr. Arthur C. Loos	Management Consultant

SECTION 3
OAKLAND COUNTY CRIMINAL JUSTICE COMMUNITY

3.1 INTRODUCTION

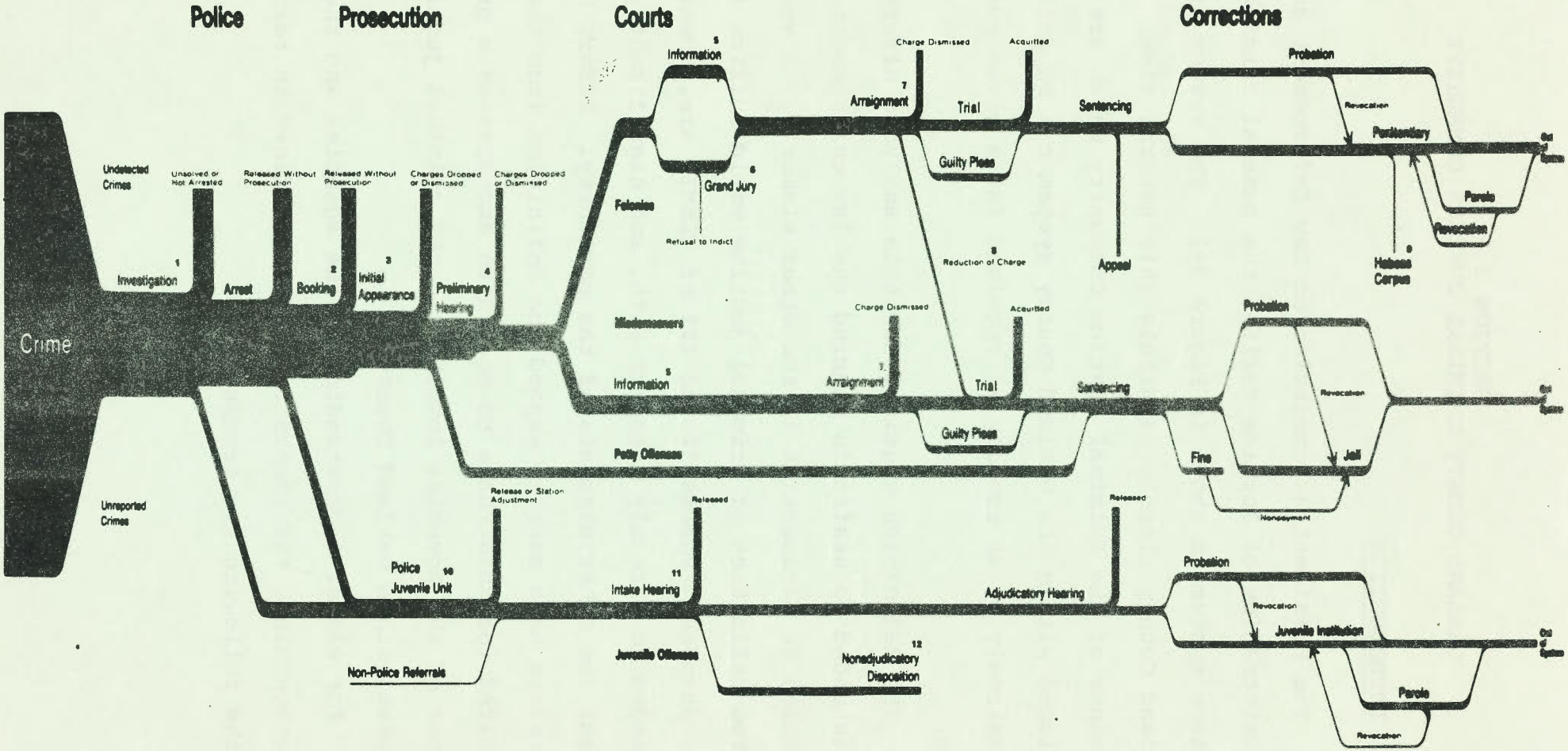
The President's Commission on Law Enforcement and Administration of Justice defined the general criminal justice system as shown in Figure 3-1. The system within Oakland County closely parallels this general view. The elements of the Criminal Justice Community which are included within the Oakland County system can be defined as narrowly or as broadly as required for a given purpose.

The definition required for this analysis effort is intended to assist in placing the law enforcement agencies in perspective to the other elements. A very narrow definition of criminal justice would suffice for this purpose. Phases II and III of CLEMIS are, however, intended to directly interact with, and significantly affect the other elements of the community. Effort has therefore been made to expand the definition from that required for this Phase to one which encompasses a greater number of the agencies involved in the criminal justice process within Oakland County.

For easier understanding of the agencies and their relationships, the community has been defined in terms of the following six groups:

A general view of The Criminal Justice System

This chart seeks to present a simple yet comprehensive view of the movement of cases through the criminal justice system. Procedures in individual jurisdictions may vary from the pattern shown here. The differing weights of line indicate the relative volumes of cases disposed of at various points in the system, but this is only suggestive since no nationwide data of this sort exists.



1 May continue until trial.

2 Administrative record of arrest. First step at which temporary release on bail may be available.

3 Before magistrate, commissioner, or justice of peace. Formal notice of charge, advice of rights. Bail set. Summary trials for petty offenses usually conducted here without further processing.

4 Preliminary testing of evidence against defendant. Charge may be reduced. No separate preliminary hearing for misdemeanors in some systems.

5 Charge filed by prosecutor on basis of information submitted by police or citizens. Alternative to grand jury indictment; often used in felonies, almost always in misdemeanors.

6 Reviews whether Government evidence sufficient to justify trial. Some States have no grand jury system; others seldom use it.

7 Appearance for plea; defendant elects trial by judge or jury (if available); counsel for indigent usually appointed here in felonies. Often not at all in other cases.

8 Charge may be reduced at any time prior to trial in return for plea of guilty or for other reasons.

9 Challenge on constitutional grounds to legality of detention. May be sought at any point in process.

10 Police often hold informal hearings, dismiss or adjust many cases without further processing.

11 Probation officer decides desirability of further court action.

12 Welfare agency, social services, counseling, medical care, etc., for cases where adjudicatory handling not needed.

FIGURE 3-1

Law Enforcement

Prosecutor/Defense

Courts

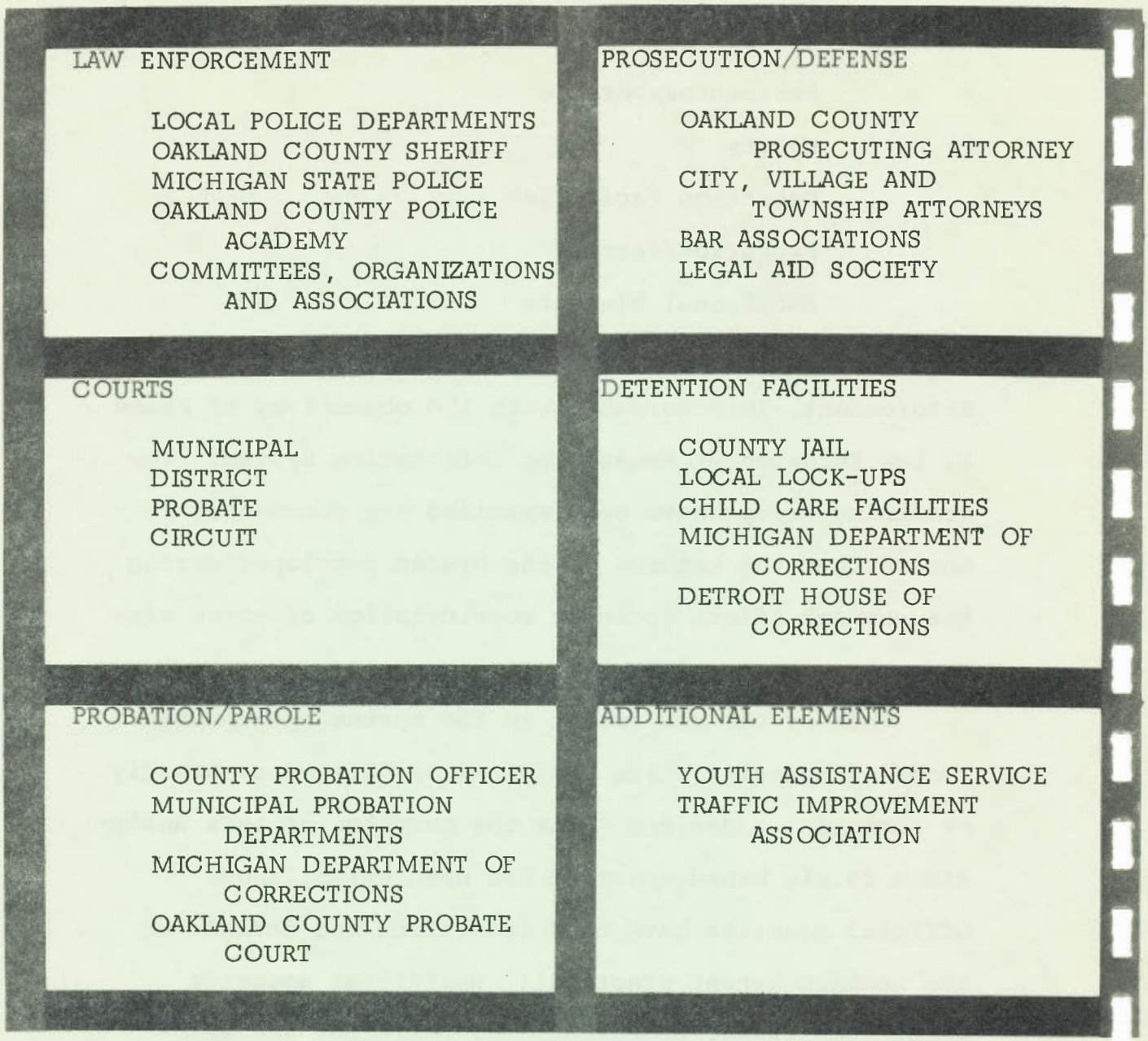
Detention Facilities

Probation/Parole

Additional Elements

Of these groups, the emphasis has been placed on Law Enforcement, in accordance with the objectives of Phase I, Law Enforcement Management Information System. The remaining groups have been examined and documented to ensure that the concept of the system developed during the current effort includes consideration of these elements.

Each of the six groups in the system encompasses a range of agencies which again can be defined as broadly or narrowly as desired. For the purposes of this analysis a fairly broad spectrum has been established. Official agencies have been identified and defined to the maximum extent practical. Unofficial agencies (e.g. committees, organizations, societies and associations) have been included to the extent that they have a direct bearing on the system. No attempt has been made to identify every element that has any contact with the criminal justice procedure. An effort of that scope and magnitude was determined to be unnecessary and uneconomical. The agencies included within the current definition are depicted in Figure 3-2.



OAKLAND COUNTY CRIMINAL JUSTICE COMMUNITY

FIGURE 3-2

The following sections are devoted to the definition of the six groups cited. The intent of these definitions is to provide a clear understanding of the significant elements of the Oakland County Criminal Justice community.

3.2 LAW ENFORCEMENT

The functions of law enforcement in Oakland County are carried out by at least 44 individual police departments. Ranging in size from one part-time man to 143 full-time sworn officers these agencies serve citizens of the 63 political subdivisions within the county. It is not the intent of this document to present a detailed description of the operations of each of these departments. It is hoped, however, that this overall description of law enforcement in Oakland County will aid in understanding the accomplishments, problems and requirements of these agencies.

Oakland County police agencies are autonomous departments operating with little or no centralized supervision and control. Three agencies with county-wide powers currently exist, but none of them has the responsibility, staff and/or authority to monitor the daily operations of over 1300 full- and part-time officers.

The Michigan State Police operate five posts in and around Oakland County and have police power in any part of the state for violations of state laws. The Oakland County Sheriff's criminal and civil authority covers the entire county. Both of these agencies, as a matter of general informal agreement, do not usually perform regular patrol and investigative services in cities, villages and townships which maintain their own police forces, unless their

services are requested by local authorities.

By statute the Chief Law Enforcement Officer in Oakland County is the Prosecuting Attorney. This office, which is the third of the county-wide agencies mentioned above, has very limited authority over the police departments in the county. Functions such as issuing warrants and investigating charges brought against police officers do give the Prosecutor a certain amount of indirect control but not enough to impose direct supervision.

The municipal police departments within Oakland County are therefore basically responsible only to their local governing authority (i.e. Mayor, Council, City Manager, etc.). The Oakland County Sheriff is an elected official and is therefore responsible directly to the voters of the county. This autonomy of the 44 departments has resulted in at least 44 methods of operation.

In the past few years circumstances have made it desirable for many departments to shed a degree of their autonomy and accomplish certain functions as a unified body. The Oakland County Police Academy, North Oakland County Tactical Mobile Unit, South Oakland County Tactical Support Unit, and the Narcotic Enforcement Team are all the results of departments joining forces for specified purposes. These programs have gained enthusiastic support from the participants and may, in time, form the basis for even more cooperative efforts.

The 907.9 square miles contained within the boundries of Oakland County contain 911,118 people, according to the 1970 census, as adjusted. The economic status of the residents ranges from poverty to extreme affluence. Political subdivisions encompass small villages, populous cities and metropolitan suburbs. Crime includes drug abuse and snowmobile thefts. Social problems in the county exist in the areas of unemployment, education, race relations and the "generation gap." As a result of these factors, and others, law enforcement officers in Oakland County face a set of problems as encompassing as any department in the country. The major difference is that in most areas these problems are faced by a single agency with a consolidated set of resources. Departments within the county must face them with the resources available to their particular jurisdiction.

The operations of the law enforcement community in Oakland County are presented in the succeeding paragraphs in the following categories:

-Organization

-Training

-Interagency relationships

-Communication

-Workload

-Grants

-Planning

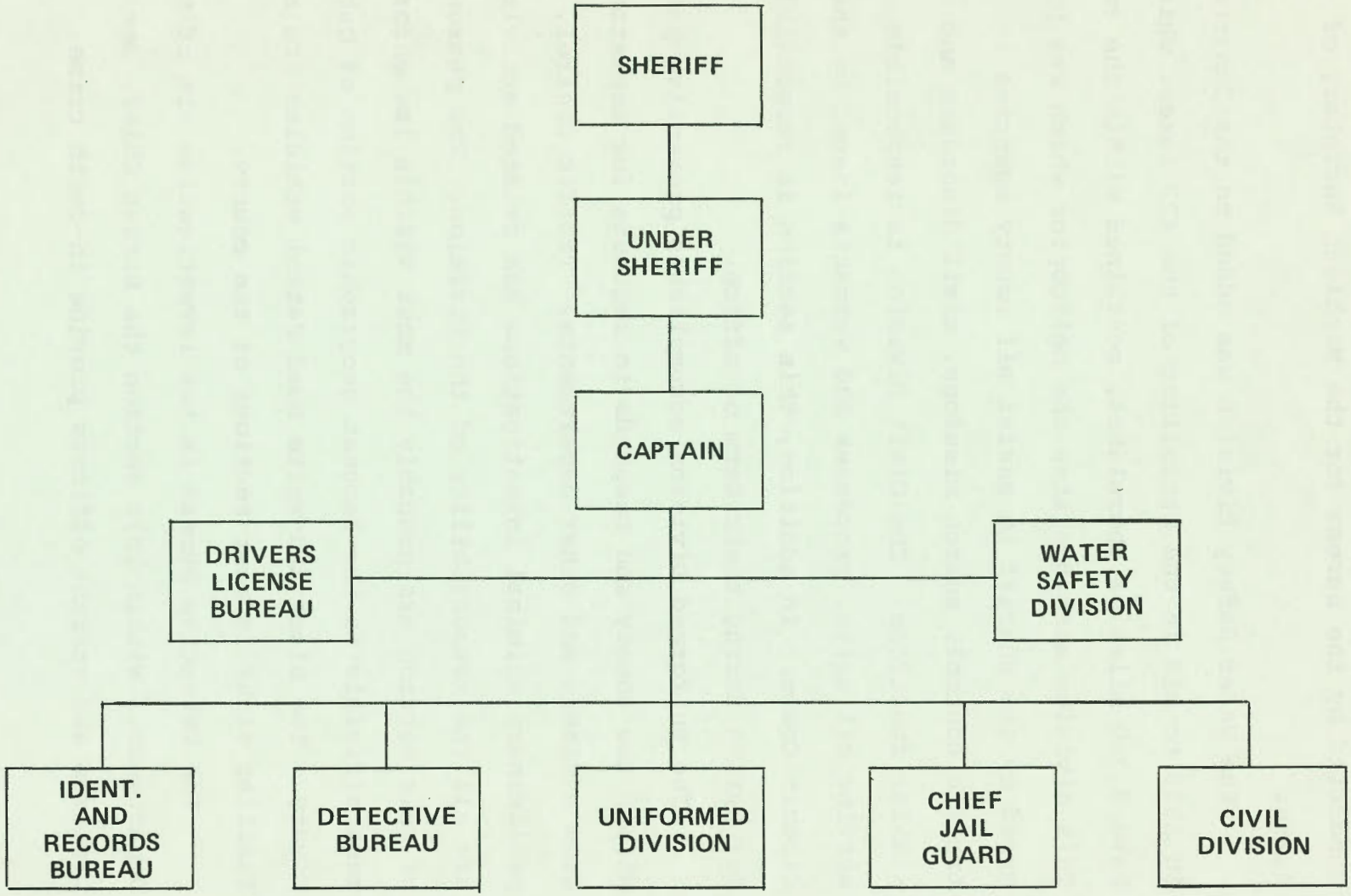
These categories obviously do not cover all aspects of police operations. However, they are the ones which most readily permit the combined description of 44 individual departments.

°ORGANIZATION

-Oakland County Sheriff - The Sheriff is a publicly elected official of Oakland County whose term of office is four years. The present Sheriff, Frank W. Irons, took office on November 2, 1954. The Sheriff appoints an Undersheriff to assist him and serve in his absence.

The Sheriff's civil and criminal jurisdiction encompasses the entire 907.9 square mile area of Oakland County. By informal agreement the Department does not generally provide patrol and investigative services to incorporated areas of the county which have their own departments although several incorporated areas have contracted with the Sheriff to provide a specified level of services to each of the jurisdictions. The cost of these contracts varies with the size of the jurisdiction and types of services provided.

The Department is organized as shown in Figure 3-3. The Drivers License Bureau, along with several other departments and agencies in the county, provides the citizens of Oakland County with facilities for processing Michigan Drivers' License applications. Road tests,



OAKLAND COUNTY SHERIFF'S DEPARTMENT

FIGURE 3-3

written examinations, eye tests and photography are all conducted by the Bureau for the Michigan Secretary of State.

The Water Safety Division was added to the Department in 1958 to aid in the patrolling of the 423 lakes, which have 3,300 miles of shorelines, contained within the county. This division also operates the helicoptor which was procured by the Sheriff to assist all county agencies in traffic control, search missions, civil disorders and similar functions. The Civil Division is responsible for serving all writs, processes and warrants issued by the Circuit Court. In addition, this section is responsible for juries during their term of office.

The Uniformed Division accomplishes preventive patrol within the county and responds to requests for assistance from citizens and other departments. Traffic control, preliminary criminal investigations and related activities are all the responsibility of the Division. The personnel of this section are probably the most visible law enforcement officials to the largest geographic portion of Oakland County. The black and white Road Patrol vehicles are a familiar sight in most sections of the county.

The Detective Bureau is the investigative arm of the Department. Within this section the Bureau Chief, detectives and warrant officers provide in-depth crime

analysis, processing of warrants and other duties relating to criminal activity.

The Identification and Records Bureau provides the facilities for weapon registrations, criminal and identification records, and traffic ticket processing within the department. I & R is also responsible for the records of departmental personnel, operates the LEIN Terminal and maintains the Crime Laboratory.

The Chief Jail Guard is responsible for the operation of the Oakland County Jail. Guards, matrons, cooks and maintenance personnel all are involved in this activity. In March of 1972, the new Oakland County Law Enforcement Complex is scheduled to be in operation (see Section 3.5.1). The Sheriff will, of course, be responsible for the operation of this facility.

This organizational structure contains 143 full-time deputies and 35 civilian employees. As the population of Oakland County continues to expand in the decades ahead the functions and staff of the sheriff's department will assuredly keep pace.

-Municipal Police Departments - According to the results of the survey, the largest of these departments serves the citizens of the City of Pontiac while the smallest with any full-time officers is located in Franklin. A majority of the larger departments are clustered in the populous southeastern corner of the

county. The proximity to the City of Detroit presents these departments with the implications of a mobile criminal population as well as problems local to their jurisdiction.

The organizational structure of municipal police departments is as variable as their number. Part of this variance is caused by the range of functions carried out by the departments. Six departments, for example, have the responsibility of acting as firemen as well as policemen, under the Department of Public Safety concept. Some do their own vehicle dispatching while others rely on the facilities of the larger departments. Most accomplish their own "mugging and printing" but some utilize the staff of the County Sheriff for these purposes. Because of these types of variances a single organization structure cannot be presented for the departments. It should be noted, however, that the organization of a vast majority of the departments followed the typical structure for agencies of similar functions and staffing. Detective, Youth, Identification, Records, Patrol, Safety and other Bureaus are contained in the formal structure of many of the larger departments.

The municipal law enforcement agencies in Oakland County are fairly centralized units, as befits the size of their jurisdictions and staffs. They are generally

housed in a single facility which serves all functional areas of the department, from the Chief to the local lock-up. While most of these facilities are at least adequate, at least two jurisdictions, Berkley and Royal Oak Township, have buildings which are below the level of adequacy.

The municipal police agencies in Oakland County are facing the same types of problems as other departments throughout the country. The composition of local crime has changed in the past few years with increased levels of activity being manifested in the areas of drugs, organized crime, youth and civil unrest. This change has required these departments to gain new skills, adopt new techniques and instigate new procedures.

-Michigan State Police - Oakland County is fortunate to be served by five posts of the Michigan State Police, one of which is physically located within the county. The personnel from these posts perform vital roles in the patrolling of highways, accident investigation and apprehension of criminal offenders.

The facilities of the entire organization are at the disposal of local agencies to assist in the investigation of organized crime, interjurisdictional "crime rings," political persons and related problems. The highly skilled personnel of the crime laboratories located in Plymouth

and Warren have aided local departments many times in the analysis and classification of physical evidence.

The Michigan State Police also serve these agencies by operating and maintaining the Law Enforcement Information Network (LEIN) (see Section 5.3.1) and the Michigan Intelligence Network. The MSP also compiles crime statistics supplied by the local agencies to produce the Michigan Law Enforcement Officials Report on Crime, the Uniform Crime Reports for submission to the Federal Bureau of Investigation and traffic accident reports.

-Private Protection Agencies - This segment of the police community has very limited power and authority. The study and analysis of law enforcement in Oakland County did not address these agencies because they will not have direct access to files and data contained within the system due to their unofficial status. From personal observations and peripheral information obtained from the official agencies it is known that these units include plant protection forces, shopping mall guards, bank and other financial institution security personnel and similar agencies. The largest of these units within the county is probably the Pontiac Motor Security force, headed by Chief Herman Schwarze.

While these agencies do not have official police standing, their activies and cooperation aid law enforcement agencies to perform their official duties.

°TRAINING

Statutory responsibility for establishing minimum criteria for selection, training curriculum, facilities, and instructor standards has been placed with the Michigan Law Enforcement Officers' Training Council (MLEOTC). Legislation was recently enacted establishing mandatory police training with a minimum curriculum of 240 hours as a requirement to possess police authority. The training council is responsible for compliance with this legislation and regional training facilities have been established for implementing MLEOTC-approved programs. The approved training facility within the county is the Oakland Police Academy.

The Oakland Police Academy, part of the Oakland Community College Community Service Division, provides instruction for law enforcement officers. In 1967, police administrators of Oakland County determined that a critical need existed for a coordinated and uniform approach for providing in-service and specialized training at all levels of police forces within the county. On March 6, 1967 these administrators formed the Oakland County Law Enforcement Committee and joined forces with officials from Oakland Community College to establish the Oakland Police Academy.

The Academy is presently composed of an Assistant Director, Mr. Ralph W. Moxley, Assistant Coordinator, Secretary, part-time instructors, and has the support of Oakland Community College. Basic police, technical and supervisory training courses are offered during the academic year. These courses are available to official law enforcement and fire service personnel only. These programs are offered in the facilities available in the Police Academy Building, and planned in cooperation with the Oakland County Law Enforcement Advisory Committee.

The student officers are receiving training from qualified law enforcement instructors, college instructors, and professional personnel lecturing in their specialized fields.

The police courses for the 1970-1971 school years include:

-Accident Investigation

-Narcotics and Drug Abuse

-Basic Police Training

-Police Instructor Training

-Computer Speed Timing Devices

-Traffic Law Enforcement

-Investigative Techniques

-Accident Investigation

-In-Service Refresher

-Police-Community Relations

The above courses meet a very definite need in assisting the law enforcement officers of the county to meet growing demands for training that will prepare them to cope with many problems in today's society.

°INTERAGENCY RELATIONSHIPS

In general the relationships between law enforcement agencies within Oakland County are very good. The agencies band into two main groups, one in the southern area of the county and the other in the northern. These two areas do have different problems and this division has permitted each group to address the problems of its particular interest.

The relationships show up in two different ways. The first; committees, associations and similar organizations; these permit various groups of officials to meet for the purposes of fostering better understanding between departments, discussing similar problems and solutions, and disseminating information of general interest. Groups are in existence which include Chiefs of Police from the southern portion of the county, Chiefs from the northern area, and officials from private protection agencies and various law enforcement agencies and criminal justice units (e.g. probation/parole and postal inspection).

The second way in which the relationships are indicated is the establishment of multi-jurisdictional units for specified purposes. The South Oakland Tactical Support Unit, North Oakland County Tactical Mobile Unit, Narcotics Enforcement Team, and the North and South Oakland Police Legal Advisor Programs are all projects where a pooling of resources is used for the betterment of law enforcement.

The trend in Oakland County seems to be for a greater degree of consolidation of functions and resources. The informal organizations and formal cooperative programs currently in existence appear to be the start of a major change in this direction.

°COMMUNICATIONS -

Police communications in Oakland County are accomplished by radio, teletype, mail, telephone, and by most other means available to modern man. Far and away, the most frequent method is, of course, the radio. The inter-city and Sheriffs radio frequencies (155.37 and 155.73, respectfully) are available to most departments within the county. Many departments also maintain their own frequencies, and/or monitor those of Detroit and the Michigan State Police. Most departments also possess a number of hand radios for use by personnel not in vehicles.

According to a recent state-wide communications study the agencies within Oakland Couny, excluding the State Police, operate 65 base stations, 478 mobile units and 167 portable radios. Thirteen high-band simplex channels and one UHF duplex channel are presently in use. The study states that reported problems include overcrowded channel conditions, interference and outdated equipment.

Coordination between agencies within Oakland County, as well as agencies in adjacent counties, is not always possible due to the operations of different frequencies. It is anticipated that major changes in law enforcement communications will be instituted throughout the state.

°WORKLOAD

Measuring the workload of law enforcement in Oakland County is a difficult task for two reasons. First, police work involves such a wide range of activities that any selection of workload indicators will not give a complete picture of any department. The second reason is that there is a very limited amount of consistent information available on the operations of the agencies.

Police workload can be measured by numerous statistical indicators, including:

-offenses, by type
-citizen calls, by type
-miles of road traveled
-arrests, by offense and age
-warrants
-conviction rate

-manhours worked
-records on file
-accident investigations
-response time
-premise checks
-manpower utilization

These indicators do not measure intangible results such as crime deterrence because of visibility, youth counseling and police-community relationships. These measurements call for subjective analysis.

Within Oakland County very few indicators are available for all departments. Each agency records its activities in different manners and the Uniform Crime Reports appear to be the only measurement consistent across a majority of the departments. For this reason figures from the FBI annual reports, Crime in the United States-Uniform Crime Reports, for the years 1966 through 1969, and comparable figures obtained from the Oakland County Sheriff, Bloomfield Township and Troy Police Departments, have been presented for 11 of the larger jurisdictions as an indication of workload. These figures represent Part I crimes, which consist of murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary - breaking or entering, larceny $50 and over and auto theft. While these crimes represent important criminal activities it should be remembered that they also represent only a small portion of total police workload.

JURISDICTION	1966	1967	1968	1969
Birmingham	321	419	443	516
Bloomfield Township	724	1220	1183	1247
Ferndale	696	772	781	1063
Madison Heights	659	741	739	806
Oak Park	471	582	598	833
Pontiac	2693	3523	4069	5418
Royal Oak	1313	1797	2037	2055
Sheriff's Dept.	3283	3748	3952	4549
Southfield	1208	1463	1758	2083
Troy	1175	1439	1728	2442
Waterford Township	1244	1504	1486	1724

Section 4 of this report contains some additional statistics and workload indicators for Oakland County law enforcement agencies.

°GRANTS

Being awarded grants under the provisions of the Omnibus Crime Control and Safe Streets Act of 1968 (PL 90-351) does not, in itself, signify anything. However the combined list of grants awarded to the Oakland County law enforcement community presents an indication of the types of programs being instituted and thereby depicts a part of the trend in today's police environment. It also shows the interest of local governments which provide matching funds.

DATE	AMOUNT	RECEIPTANT	PURPOSE
May 23, 1969	$ 901	Hazel Park	Equipment-Code-A-Phone
May 23, 1969	157	Madison Hgts.	Equipment-Handcuffs & Megaphones
May 23, 1969	241	Troy	Equipment-Camera
May 23, 1969	1440	Pontiac	Equipment-Recorder, Etc.
*Total-1969	$2739		

DATE	AMOUNT	RECEIPTANT	PURPOSE
June 19, 1970	$ 14,745	Oakland County Prosecuting Attorney	Police legal advisor to Pontiac and Oakland County Sheriff
June 30, 1970	15,000	Oakland County Prosecuting Attorney	Police legal advisor to Farmington, Oak Park, Southfield and Farmington Townships
August 19, 1970	58,100	Southfield	Establishment of organized crime intelligence unit
August 19, 1970	67,900	Oakland County Data Processing	Requirement Analysis & Design of CLEMIS, Phase I
August 19, 1970	15,800	Royal Oak	Equipment for the 75 authorized members of the 18 jurisdictions of the South Oakland County Tactical Support Unit
October 16, 1970	26,097	Oakland Community College	Campus Security Seminar
October 22, 1970	29,898	Oakland Police Academy	Training 105 officers to become qualified law enforcement instructors
1970	82,094	Other criminal justice agencies	Model Schools, Prosecutorial Intern Program, Volunteer Case aid
*Total-1970	$309,634		

DATE	AMOUNT	RECEIPTANT	PURPOSE
March 10, 1971	$ 38,900	Oakland County Sheriff	Closed circuit television system for the new County jail
1971	63,143	Oakland County Circuit Court	Community treatment for recidivist offenders
*Total-1971	$102,043		

**Total 1969 - 1971 (as of March 31, 1971) - $414,416.

In addition to the grants awarded under PL 90-351, several jurisdictions have been awarded grants by other federal and state agencies for the establishment and/or enhancement of traffic safety programs. There are also a number of grant applications currently pending approval. Included in this group are the following:

APPLICANT	PURPOSE
Oakland County Sheriff	Establishment of crime labratory in the new enforcement complex.
Oakland Community College	Spanish language training for Pontiac police officers.
Oakland County Sheriff	North Oakland County Tactical Mobile Unit equipment.
City of Farmington	Improved Communication System
Oakland County Prosecuting Attorney	Public education on the subject of organized crime.
Oakland Community College	Criminal Justice Manpower Training Center
Pontiac	Establishment of Narcotics and Drug Unit

APPLICANT	PURPOSE
Farmington City and Farmington Township	Narcotic and dangerous drug abuse prevention and education

The various offices and agencies within the county are vitally interested in improving their effectiveness and operations, as evidenced by the types of programs being instituted.

°PLANNING

Consolidated planning for Oakland County law enforcement agencies has been accomplished on an informal basis by the various committees, associations and organizations which currently exist. The Michigan Office of Criminal Justice Programs does compile a state-wide plan each year. The main objective of that document is to describe the programs which will be funded under the purview of the Omnibus Crime Control and Safe Streets Act of 1968 (PL 90-351). Departments can, of course, at their own expense, or with funding from other sources, institute programs other than those contained in the Michigan Comprehensive Law Enforcement and Criminal Justice Plan.

To facilitate the establishment of the state-wide plan, eleven planning regions have been designated. Oakland, Macomb, Livingston, Washtenaw, Monroe and Wayne Counties comprise Region I. The Law Enforcement and Criminal Justice Planning Agency for Region I is the Southeast Michigan Council of Governments (SEMCOG). Mr. Glenford S. Leonard is currently the Director of Public Safety programs for that agency.

On February 11, 1971, Mr. Bernard G. Winckoski; Administrator, Michigan Office of Criminal Justice Programs; informed Mr. William M. Richards; Chairman, Oakland County Board of Commissioners; that funds were available to Oakland County for the purposes of coordinating functions and developing comprehensive plans. Mr. Richards replied to Mr. Winchoski on February 19, 1971 indicating that Oakland County would accept the funds and participate in the development of the 1972 Law Enforcement and Criminal Justice Comprehensive Plan.

This committment by the Oakland County government means that law enforcement agencies within the county will have a resource available on the local level to assist them in formulating their plans for the future.

3.3 PROSECUTION/DEFENSE

This segment of the Criminal Justice Community is composed of the following agencies:

- Oakland County Prosecuting Attorney
- City, Village and Township Attorneys
- Bar Associations
- Legal Aid Society

The first two elements represent the prosecution aspect of all criminal cases within the County and limited type of civil cases (e.g. non-support, paternity). The defense of these cases is handled by privately retained counsels, as represented in this analysis by the Bar Association and the Legal Aid Society. There is currently no Public Defender, or similar office, within Oakland County.

3.3.1 Oakland County Prosecuting Attorney

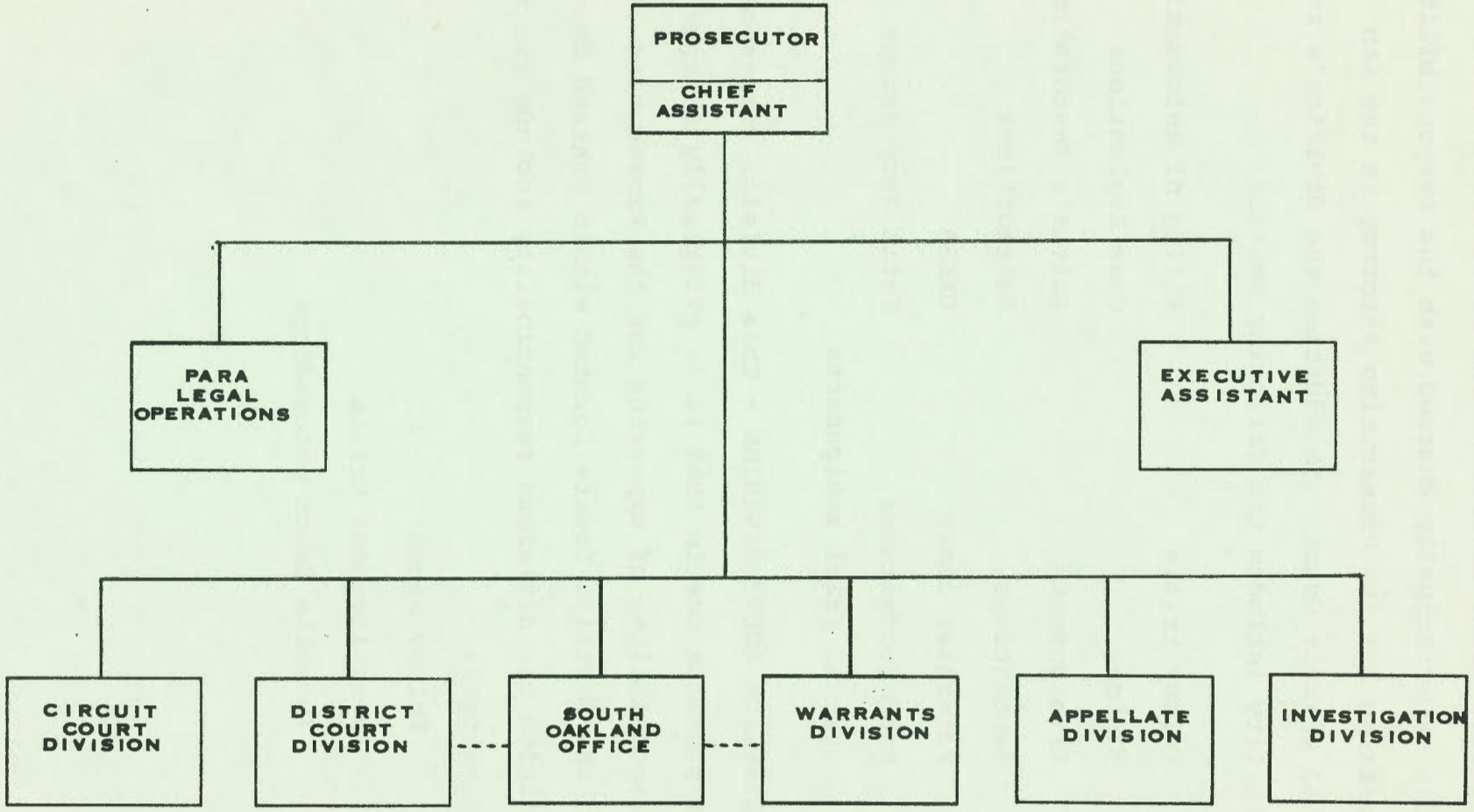
The Oakland County Prosecuting Attorney represents the People of the State of Michigan or the People of the County of Oakland in criminal court proceedings and in limited civil functions. His jurisdiction encompasses violations of state and county felonies and misdemeanors which are tried in the 6th Judicial Circuit Court, the nine District Courts in the County and the Oakland County Probate Court. His activities also encompass

several courts outside of Oakland County including the State Court of Appeals, District 2; The Michigan Supreme Court; and the U.S. District Court, Eastern District of Michigan, Southern Division (Detroit). The appearance by the Prosecutor in Federal Courts is with the approval of the Michigan Attorney General, who usually represents the People of the State of Michigan in these courts.

The State Attorney General also has statutary supervisory authority over all prosecuting attorneys. The Oakland County Prosecuting Attorney, as in the case for all county level prosecutors in Michigan, is an elected official. His term of office is four years and he is elected on a partisan ballot in Presidential election years. The current Prosecuting Attorney, Mr. Thomas G. Plunkett, was elected in November 1968.

The Prosecuting Attorney is the chief law enforcement officer in Oakland County. He issues criminal warrants against persons accused of crimes and is also the legal counsel for all law enforcement agencies within the county.

The office of the Prosecuting Attorney is organized into eight divisions, as shown in Figure 3-4. Each of these eight has its own duties and responsibilities as outlined in the following paragraphs.



OAKLAND COUNTY PROSECUTING ATTORNEYS OFFICE

Figure 3-4

CIRCUIT COURT DIVISION - The legal staff of this division is principally charged with the responsibility of appearing for the Prosecuting Attorney in the 6th Judicial Circuit Court. In addition the division's responsibility includes the following matters:

- Felony trials
- Motions
- Arraignments
- Sentencings
- Paternity cases
- Bond forfeitures
- Special Trial assignments
- Filing of information
- Case Evaluations
- Driver's Restorations
- Extraditions
- URESA
- Petit Jury Arrays

DISTRICT COURT DIVISION - This division corresponds to the previous one in that it is principally charged with the responsibility of appearing for the Prosecuting Attorney in the District Courts located within Oakland County. In addition the divisions responsibility include the following matters:

- Felony exams
- Miscellaneous trials
- Juvenile Court proceedings

WARRANTS DIVISION - This division determines whether the criminal justice process should issue and, if applicable, the type and degree of process that should issue and provides efficient and orderly handling of the process. The specific duties and responsibilities of the Division include:

Search Warrant orders	Police interviews
Misdemeanor Warrant orders	Citizen interviews
Felony Warrant Orders	48 Hour committments

APPELLATE DIVISION - The prosecution (or defense) of all appeals of criminal cases within Oakland County from either District or Circuit is the prime responsibility of this division. To meet this responsibility the staff performs the following functions:

- Reviews motions for new trial, files answer and argues before trial judge
- Reviews claims of appeal, applications for leave to appeal, applications for delayed appeal and briefs; files answer; and argues before appellate judge
- Files application for leave to appeal if defendant has not been put in jeopardy
- Takes testimony during evidenciary hearings
- Monitors progress of all cases in the appeal process and, when applicable, files motions for dismissal and cancellation of appellate bond.

SOUTH OAKLAND OFFICE - This office, located in Royal Oak, was established to provide more efficient service to the citizens residing in the populous southeastern portion of the county. The staff's functions include those of the District Court and Warrants Divisions for the District Courts and police departments located in their vicinity.

INVESTIGATION DIVISION - The responsibilities of this division include conducting investigations in the areas of organized crime, criminal intelligence, major fraud and specialized cases. The specific matters of concern to this division include:

- Evaluation and coordination of intelligence information
- Direction of prosecution based upon intelligence data
- Maintenance of current intelligence files
- Establishment of Warrant and Information Centers, as required
- Investigation and evaluation of complaints involving complex theft cases, significant fraudulent promotions, large scale and complicated real estate transactions, complicated embezzlements and swindles and theft of public funds.

PARA LEGAL OPERATIONS - This section of the Prosecutor's office is charged with responsibilities in the areas of training, research, legislation and liaison. Specific matters of concern include:

- Training materials and sessions
- Police legal advisor programs
- Law library and reference materials
- Legislative proposals
- Liaison and coordination with legislative and criminal justice organizations
- Policy manual formulation and operation

EXECUTIVE ASSISTANT - This section is responsible for the administrative operations of the Prosecutor's office. Specific areas of interest include:

- Stenographic and clerical support
- Budgeting
- Supplies
- Public relations
- Transcripts
- Travel

The following statistics provide an indication of the growth and workload of the Prosecutor's office:

	1967	1968	1969	1970	1971
Assistant Prosecutors	16	18	20	24	30
Budget	353,708	472,272	488,368	613,387	742,463
Criminal Warrants Issued	6,061	5,902	6,279		
Circuit Court Cases Filed	822	1,095	1,692		
Circuit Court Trials	102	111	108		
Appeals to Appellate Court	119	80	130		

3.3.2 City, Village and Township Attorneys

The twenty-five cities, fourteen villages and twenty-four townships which comprise Oakland County are represented by a total of forty-one attorneys or legal firms. While acting in their official capacities, these attorneys have the same powers and duties regarding violations of municipal ordinances as the County Prosecuting Attorney has regarding violations of County and State laws.

A proposed model ordinance plan has been developed for the Townships, Villages and Cities of Oakland County. While the plan is currently academic and untested it does offer most local jurisdictions some significant advantages. The adoption of the ordinance would permit the municipalities to charge offenders with violations of local ordinances in lieu of state laws covering the same offense. This would permit the municipal attorney to prosecute the case instead of the County Prosecuting Attorney, A greater knowledge of local residents, environmental conditions and related factors could therefore be applied to the justice procedure.

In addition, cities, villages and townships receive, or share in, all fines and costs imposed other than those imposed for violation of a penal law of Michigan. Therefore, if an offender is charged with violation of a state penal law the municipality receives no portion of any fine and/or costs imposed while it would receive a minimum of one third (1/3), and a maximum of 100%, of said penalities if

the charge was for a violation of a municipal law.

The validity and acceptability of the model ordinance plan will determine, in large measure, the future role and importance of the city, village and township attorneys in the Oakland County Criminal Justice process.

3.3.3 Bar Associations

In order for an attorney to practice law in the State of Michigan, he must pass the Michigan State Bar Examination and belong to the Michigan State Bar. His membership in any other Bar association is purely voluntary. Lawyers practicing within Oakland County have several Bar associations in which to join, both inside and outside of the County.

The Oakland County Bar Association, with a membership of approximately 900 attorneys, provides services to both its members and the public. This Association is comprised of 17 committees, ranging from internal association functions to areas which concern the judicial process. A synopsis of those committees which are not devoted to internal activities follow:

- Continuing Legal Aid: Plans seminars for the BAR members on points of law and related areas.
- Criminal Defense of Indigents: Assures the poor of having adequate counsel in criminal proceedings.
- Domestic Relations: Recommends needs in the law to the judiciary.
- Ethics: Concerned with violations of cannon law by attorneys and the practice of law by unauthorized individuals.
- High School Law Course: Supervises the law courses presented in the high schools.

- Judicial Liaison: Obtains suggestions and criticisms from the judiciary.

- Law Day: Involved in the ceremony and presentations on Law Day, May 1.

- Lawyers Referral: Assures the availability of a lawyer for a 30-minute consultation for any citizen requiring the service.

- Medical Legal: Coordinates activities between the medical and legal professions.

- Professional Responsibility: Receives complaints from citizens against attorneys. If serious, will forward complaints to the State Bar for further action.

- Young Lawyers: A group of young lawyers which goes to high schools and other locations to speak about the consequences of taking drugs, etc.

The other Bar Associations within Oakland County are less formal in nature. Their primary function is to promote the exchange of information and ideas among attorneys. Some of these organizations are:

- The Afro-American Bar Association
- The Birmingham-Bloomfield Bar Association
- The South Oakland Bar Association
- The Southfield Bar Association
- The Wolverine Bar Association

Many Oakland County attorneys belong to the Detroit Bar Association. This is due to two reasons: an attorney may practice outside of Oakland County; and this Association has an extensive library for use by its members.

3.3.4 Oakland County Legal Aid Society

The Oakland County Legal Aid Society provides legal counsel to persons living in Oakland County. In order to be eligible for the Society's services, the following criteria must be met:

- The individual cannot earn more than the amount specified in the guidelines established by the Society.
- The subject matter involved must be civil in nature, not criminal or traffic.
- The financial recovery involved will not be sufficient to retain a private attorney.

In 1959, through the interest of the Birmingham Junior League and the Oakland County Circuit Judges, the Oakland County Legal Aid Society was formed. The Society is a nonprofit Michigan Corporation receiving funds from the Oakland County Commission on Economic Opportunity, the Oakland County Bar Association, the Pontiac Area United Fund and the United Community Services of Metropolitan Detroit.

The table below illustrates some of the activities and workload of the Society:

	1969	1970
TOTAL APPLICANTS	2,669	2,789
CASES ACCEPTED*	47.3%	56.5%
CASES LITIGATED	211	278
CASES WON	181	177
CASES LOST	21	16
CASES SETTLED	29	71
AVERAGE CASE LOAD PER ATT.	516	578
COMMUNITY EDUCATION		
Oral Presentations		65
Pieces of Written Material		15,659

The Society maintains offices in two locations in order to provide efficient service to Oakland County. The northern area is serviced by the office in Pontiac while the Ferndale office services the southern part of the County. The Society's staff is presently comprised of the Executive Director, Mr. William R. McNance, two Supervisory Attorneys, a Family Law Director, three Staff Attorneys, a Community Education Assistant and eight administrative personnel.

The activities of the Oakland County Legal Aid Society provide an important contribution to Oakland County's process of justice. It must be noted that as these activities accelerate there will be a proportional impact upon the courts and other elements of the Criminal Justice Community.

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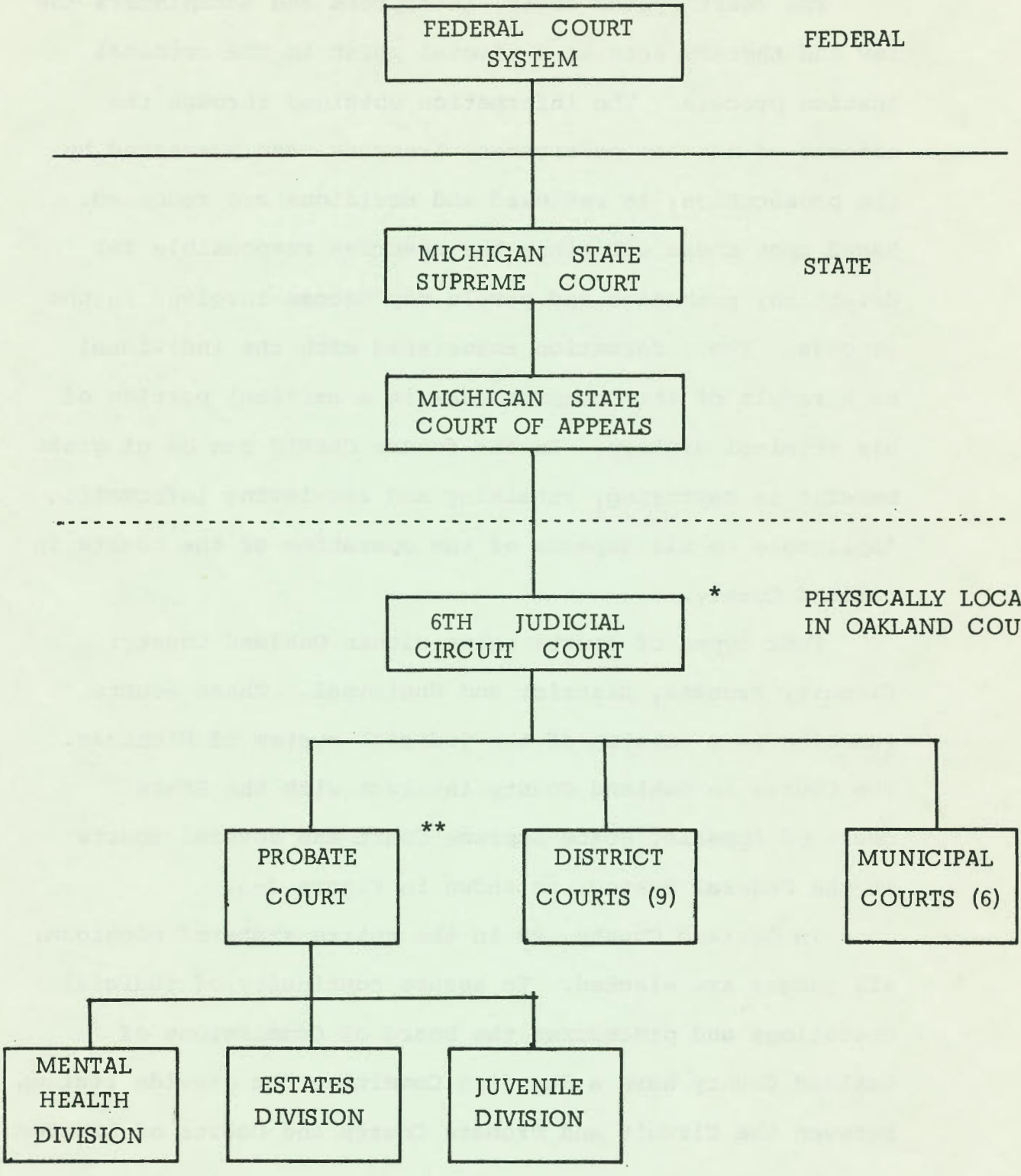
*It is believed that the increase in the cases accepted in 1970 is based on the change of eligibility guidelines in the latter part of 1970.

3.4 COURTS

The court system tests, interprets and administers the law and thereby acts as a pivotal point in the criminal justice process. The information obtained through the efforts of the law enforcement agencies, and presented by the prosecution, is reviewed and decisions are rendered. Based upon these decisions the agencies responsible for detention, probation and parole may become involved in the process. The information associated with the individual as a result of the court process is a critical portion of his criminal history. In the future CLEMIS can be of great benefit in capturing, retaining and retrieving information applicable to all aspects of the operation of the courts in Oakland County.

Four types of courts exist within Oakland County: Circuit, Probate, District and Municipal. These courts function as a portion of the judicial system of Michigan. The Courts in Oakland County interact with the State Court of Appeals, State Supreme Court and several courts in the Federal System, as shown in Figure 3-5.

In Oakland County, as in the entire state of Michigan, all judges are elected. To assure continuity of judicial operations and procedures the Board of Commissions of Oakland County have a Standing Committee "to provide liaison between the Circuit and Probate Courts and Courts of Limited



* CIRCUIT COURT ALSO HAS ORIGINAL JURISDICTION

** THERE IS NO APPEAL FROM PROBATE COURT ON "COURT ORDERS"

GENERAL JUDICIAL APPEAL HIERARCHY

FIGURE 3-5

Jurisdiction and the Board of Commissioners; to confer with Circuit and Probate Courts on matters pertaining to Courts; and to make recommendations and presentations to the Board of Commissioners on matters requiring the attention of such Board."[1]

The Circuit Court

The State of Michigan is divided into 45 Judicial Circuits; Oakland County comprises the Sixth Circuit Court District. The Circuit Court is the highest court within the County and encompasses both original and appellate jurisdictions. The Court has original jurisdiction over all felony and equity cases, and over most civil cases. It has appellate jurisdiction over decisions emanating from Municipal, District and Probate courts. As the highest court in the County, the Circuit Court oversees and supervises the other courts within the County.

The Circuit Court is administered by nine judges elected by the voters of the County on a non-partisan basis to serve six-year staggered terms. Each judge serves as presiding judge for a two month term on a rotational basis. The salary of the judges is $30,000; $10,000 of county funds and $20,000 from the State.

The nine judges currently serving on the Circuit Court are:

[1]Oakland County Directory, 1970 - 1971

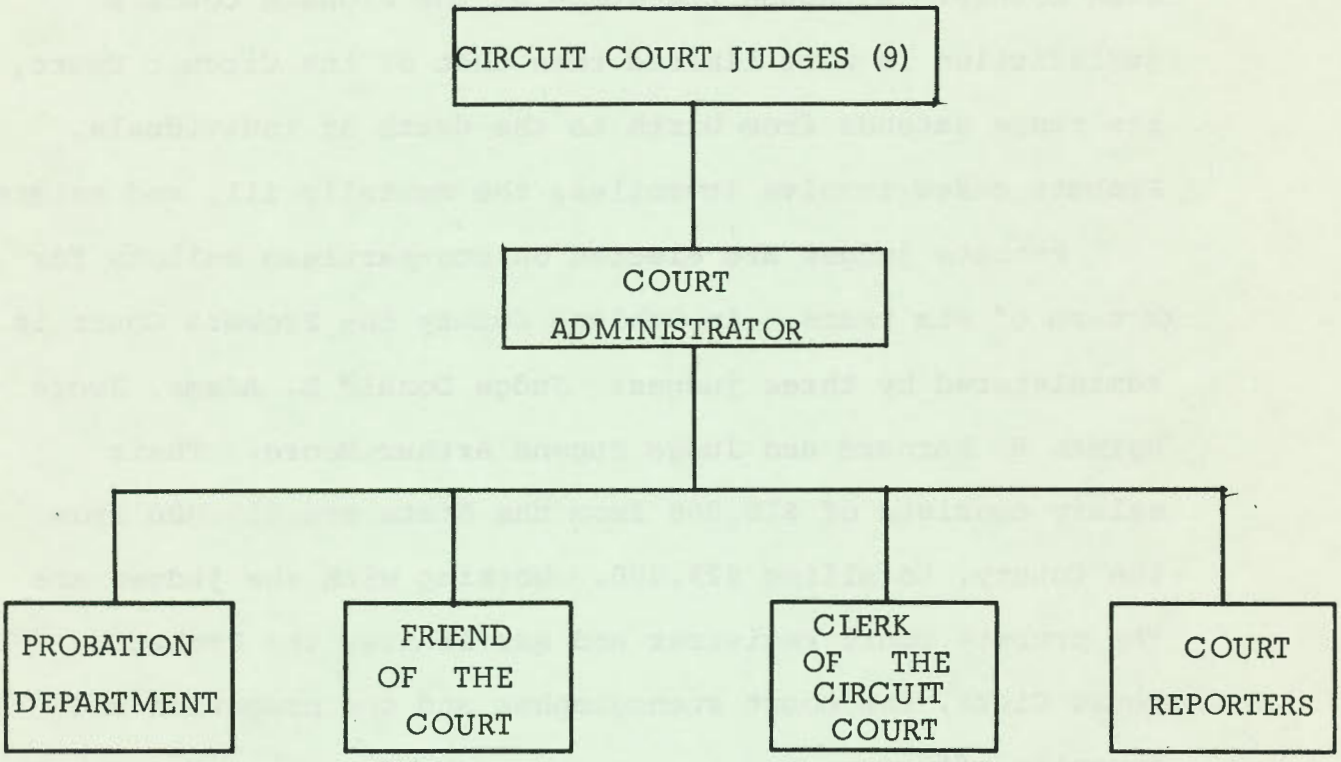
Clark J. Adams
William R. Beasley
William J. Beer
William Hampton
Arthur E. Moore
Farrell E. Roberts
Robert L. Templin
James S. Thorburn
Frederick C. Ziem

Contained within the Circuit Court are personnel performing functions ranging from presentence investigations to collecting fines; as shown in Figure 3-6. The Circuit Court Probation Department is composed of the Chief Probation Officer, Mr. Arthur P. McKenna, and fifteen probation officers. They aid the Court in making presentence investigations, counsel and assist persons who have been placed on probation for rehabilitation, and collect fines and costs assessed probationers by the Court.

The Friend of the Court, Mr. W. Cadman Prout, provides assistance to the Court divorce cases, child custody, support, and related matters by performing investigations and making recommendations to the judges. The Court Administrator is John P. Mayer and the County Clerk is Lynn D. Allen, who also serves as Clerk of the Court.

The case load of the Judicial Circuit Court is given below:

Sixth Circuit-Oakland County	1967	1968	1969
Pending at beginning	8,454	9,109	9,627
Commenced	10,360	11,084	11,800
Disposed of by trial	522	548	503
Disposed of without trial	9,183	10,018	11,119



CIRCUIT COURT ORGANIZATION

FIGURE 3-6

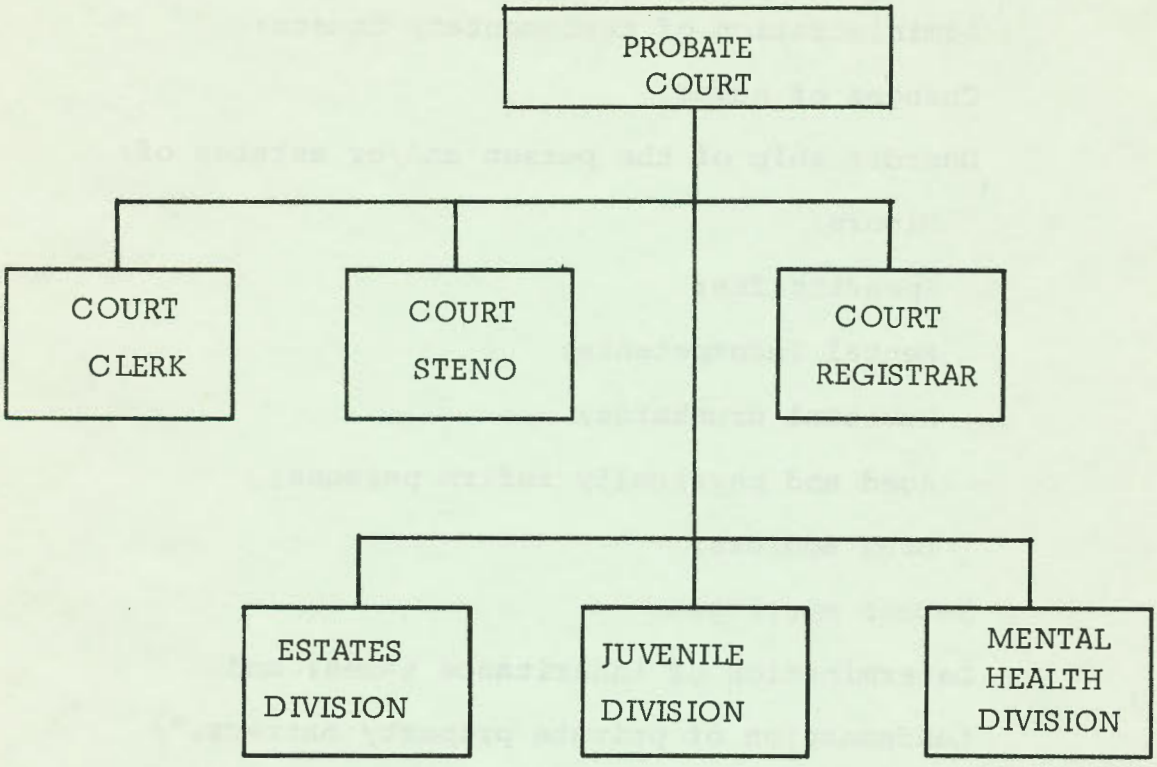
Sixth Circuit-Oakland County	1967	1968	1969
Total cases disposed	9,705	10,566	11,622
Pending at year-end	9,109	9,627	9,805
Pending over two years	658	549	503

The Probate Court

The State of Michigan provides for one Probate Court in each county. Although the scope of the Probate Court's jurisdiction is more limited than that of the Circuit Court, its range extends from birth to the death of individuals. Probate cases involve juveniles, the mentally ill, and estates.

Probate judges are elected on non-partisan ballots for a term of six years. In Oakland County the Probate Court is administered by three judges: Judge Donald E. Adams, Judge Norman R. Barnard and Judge Eugene Arthur Moore. Their salary consists of $10,000 from the State and $19,000 from the County, totalling $29,000. Working with the judges are the probate court registrar and assistants, the Probate Court Clerk, the court stenographer and the probation and juvenile officers.

In order to facilitate the Court's wide range of activities, the Oakland County Probate Court has been divided into three divisions, as illustrated in Figure 3-7: the Estates Division, the Mental Health Division and the Juvenile Division (often referred to as the Juvenile Court). Within these Divisions the Court often provides social, as well as legal, services to the community.



PROBATE COURT ORGANIZATION

FIGURE 3-7

The Estates Division of the Probate Courts is responsible for cases concerning property, legal documents, and, indirectly, individuals. Some of the responsibilities of this Division are:

"Probating wills of decedents;
Administration of small estates;
Administration of testamentary trusts;
Changes of names;
Guardianship of the person and/or estates of;
Minors;
Spendthrifts;
Mental Incompetents;
Habitual drunkards;
Aged and physically infirm persons;
Drug addicts;
Secret marriages;
Determination of inheritance taxes; and
Condemnation of private property matters."[1]

The following figures illustrate the activity of the Estate Division from 1964 to 1969:

	1964	1965	1966	1967	1968	1969
Total Cases Files	2454	7683	2724	2864	3114	3449

The Mental Health Division is concerned with the committal to State institutions of:

Mentally handicapped children,
Mentally ill persons,
Habitual drunkards and drug addicts.

[1] 1969 Annual Report of the Oakland County Probate Court.

Involved with the Division is a large amount of community-based voluntary mental health services. Though these services are constantly expanding, the Division is hearing more and more cases. The Court is constantly looking for more facilities, both within and outside of the County, to provide various needed services. Drug addition treatment and care, emergency detention facilities, maximum security facilities, and juvenile facilities are some of the services constantly in demand by the Court.

The figures below illustrate the case load of the Mental Health Division:

	1964	1965	1966	1967	1968	1969
Petitions Filed-State Institutions	801	985	1160	1391	1519	1506
Mental Health Hearings	1926	1954	1928	2174	2277	2461

The Juvenile Division of the Probate Court is constantly providing new services for troubled youngsters and their parents. Much of the Division's efforts are designed to rehabilitate the youngster so he may rejoin the community. An example is the development of the Consent Calendar, which allows the Court to informally adjudicate the matter, with the consent of all parties. No commitment or change of custody can be imposed as a result of a consent calendar case. After a successful probation period all records relating to the case may be expunged.

Other examples of service programs which work within the legal framework are:

Voluntary Case Aid for delinquent and neglected youths;

In-Service Training sessions for Juvenile Court staff members;

Contribution to classes at the Oakland Community College Police Academy;

Adult Education Program; and

Psychological testing and professional casework.

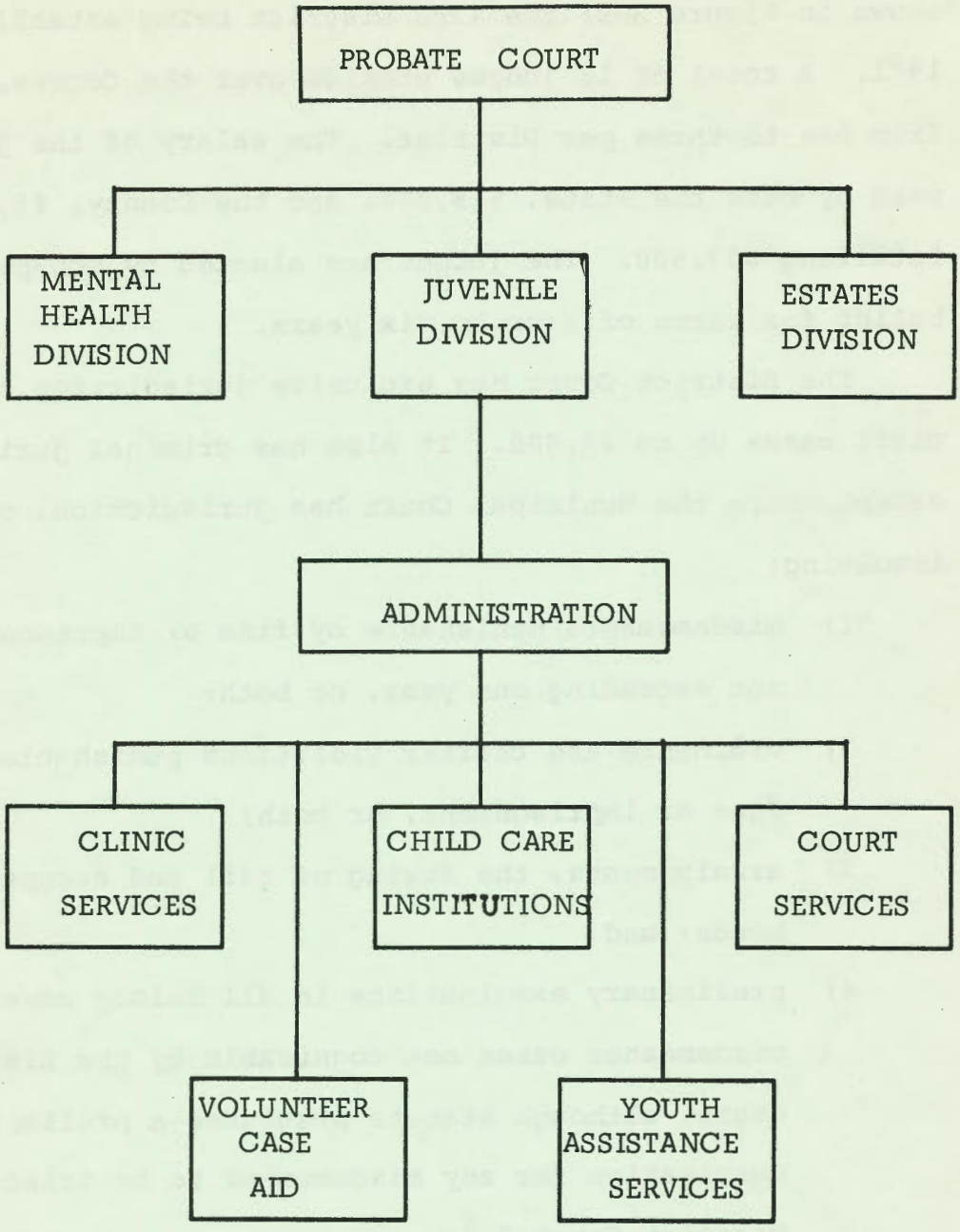
Some of the above activities are discussed in detail elsewhere in this document.

Below are figures which illustrate the referrals sent to the Juvenile Court and Figure 3-8 depicts its organizational structure.

	1964	1965	1966	1967	1968	1969
Total Cases	705	711	888	934	1042	1395

The District Court

The District Courts in the State of Michigan evolved from the Constitutional revision of 1968 which eliminated the Courts of the Justice of the Peace and established the District Courts effective January 1, 1969. At this time the Municipal Courts were provided (and still have) the opportunity to become District Courts. Some cities elected to do so while others retained their municipal courts. The District Court is therefore ever-expanding in the number of Districts, judges and locations functioning within the State.



JUVENILE DIVISION ORGANIZATION

FIGURE 3-8

Oakland County is comprised of nine Districts as shown in Figure 3-9; the 43rd District being established in 1971. A total of 18 judges preside over the Courts, ranging from one to three per District. The salary of the judges is paid by both the State, $18,000, and the County, $9,500, totalling $27,500. The judges are elected by non-partisan ballot for terms of four to six years.

The District Court has exclusive jurisdiction over all civil cases up to $3,000. It also has criminal jurisdiction, except where the Municipal Court has jurisdiction, over cases involving:

"1) misdemeanors punishable by fine or imprisonment not exceeding one year, or both;

2) ordinance and charter violations punishable by a fine or imprisonment, or both;

3) arraignments, the fixing of bail and accepting of bonds; and

4) preliminary examinations in all felony cases and misdemeanor cases not cognizable by the District Court, although statute precludes a preliminary examination for any misdemeanor to be tried in a District Court." [1]

The District Courts have the authority to establish Probation departments and the Michigan Office of Criminal Justice Programs has made several grants in this endeavor.

[1] 1971 Comprehensive Law Enforcement and Criminal Justice Plan for Michigan. p I-42.

DISTRICT	JUDGES	GEOGRAPHICAL AREA
35th	Dunbar Davis	Oakland County portion of Northville City
43rd	Montague R. Hunt Joseph S. Agnello Edward W. Lawrence	Cities of Ferndale, Hazel Park, and Madison Heights
44th	Elmer E. Hartwig John B. Osgood	City of Royal Oak
46th	James Clarkson Clarence A. Reid, Jr.	Cities of Lathrup Village, Southfield and Southfield Township
47th	Michael J. Hand	Farmington City and Farmington Township
48th	Alice L. Gilbert Carl F. Ingraham	Cities of Birmingham, Bloomfield Hills, Keego Harbor, Orchard Lake, Sylvan Lake; Townships of Bloomfield and West Bloomfield
50th	Maurice E. Finnegan Cecil McCallum James R. Stelt	City of Pontiac
51st	Kenneth H. Hempstead	Township of Waterford
52nd (1st Div)	Martin L. Boyle	Cities of South Lyon, Walled Lake, Wixom, Townships of Commerce, Highland, Lyon, Milford, Novi, and Rose
52nd (2nd Div)	Gerald E. McNally	Townships of Brandon, Groveland, Holly, Independence, Pontiac, Springfield and White Lake
52nd (3rd Div)	Robert L. Shipper	City of Rochester; Townships of Addison, Avon, Oakland, Orion and Oxford

OAKLAND COUNTY DISTRICT COURTS

FIGURE 3-9

The available statistics of the District Courts are not completely consistant due to the inability to obtain the records of the Justice of the Peace prior to the Court formation in 1969. The below statistics for 1969 are taken from the 1969 Supreme Court Administrator's Annual Report.

Districts	Pending at Beginning	Commenced	Total Disposed	Pending at Year-End
35th	0	12,521	8,145	4,376
43rd*	-	-	-	-
44th	0	* *	9,661	* *
46th	0	32,006	22,845	9,161
47th	0	3,280	2,272	1,008
48th	0	31,771	17,411	14,360
50th	0	50,753	37,501	13,252
51st	0	26,618	12,428	14,190
52nd(1st Div.)	0	12,378	8,574	3,804
52nd(2nd Div.)	0	18,380	6,221	12,159
52nd(3rd Div.)	0	10,728	7,068	3,660
		198,435	132,126	75,970

*Not established until 1971

**No figure available

The Municipal Court

On January 1, 1969, when the office of Justice of the Peace was abolished, the cities were given the option of dissolving their Municipal Courts and participating in the District jurisdiction. Thirty-five cities in the state

decided to retain their Municipal Courts at that time and six have since elected to participate in the District Court program.

In Oakland County the cities of Berkley, Clawson, Huntington Woods, Oak Park, Pleasant Ridge and Troy still maintain their Municipal Courts. In 1971, the cities of Farmington, Hazel Park, and Madison Heights changed to District jurisdiction. The judges of the Municipal Courts are elected for six-year terms and are paid entirely by the city.

The Municipal Court has jurisdiction similar to that of the District Court. Their criminal jurisdiction is limited to violations of municipal ordinances and the maximum amount involved in civil action is usually $1,500. The maximum penalties which can be imposed are a fine of not more than $500, or imprisonment in the County jail not to exceed 90 days, or both.

3.5 DETENTION FACILITIES

The criminal justice process is composed of a logical and orderly series of procedures. Unavoidably, one of these procedures results in confining the individual and removing him from his environment. The reasons for this action include eliminating a danger to society, protecting the individual from a hostile environment, punishing him for violating the rules imposed by society, and rehabilitating and training him so that he will become a useful member of society. Not every reason is, of course, applicable to each case. The primary purposes of juvenile detention are protection and rehabilitation. Incarceration in a local "tank" for being drunk and disorderly is chiefly concerned with punishment and eliminating a nuisance.

As more attention is focused on the problems of offenders and incarceration, the detention structure of Oakland County, Michigan and indeed the entire nation will continue to change and improve. Future actions at all levels of government will be required before a majority of these institutions can properly be classified as correctional as opposed to detentional.

Detention facilities within the Oakland County criminal justice process include:

- County jail
- Local lock-ups
- Child Care Facilities

-State Correctional Institution

-Detroit House of Corrections

Each of these plays a different role in the confinement program.

3.5.1 County Jail

The Oakland County Jail is operated by the Sheriff. The complex presently in operation was built in 1922, designed to house 259 persons and had an inmate population in 1969 and 1970 as follows:

AVERAGE DAILY POPULATION	1969	1970
Male	225	270
Female	15	20
Total	240	290
TOTAL INMATES RECEIVED		
Male	10,598	11,221
Female	868	979
Total	11,466	12,200

A new $9 million Oakland County Law Enforcement - Jail Complex is presently under construction in the County Service Center and is estimated to be in operation about March 1972. When completed this facility will have a capacity of 450-470 inmates, a 5-6 bed medical center and closed circuit television for surveillance and security.

This new complex will house the County Jail, Morgue, Civil Defense and Emergency Operations Center functions as well as the operations of the County Sheriff. The jail portion

of the facility will have an initial capacity of 450-470 inmates, including 60 trustees and 44 female prisoners. Future expansion can increase this capacity to 850. Included within the jail facilities will be:

- a 5-6 bed infirmary
- rehabilitation program facilities
- library
- chapel
- tunnel to County Court Building for prisoner transport.
- visitation areas
- administration center
- inmate housing
- storage
- central kitchen

The complex will also permit the consolidation of several portions of the Sheriff's Department which have had to be housed in separate buildings in the past. Operations of the County Sheriff which will utilize the new complex include:

- Administration
- Detective Division
- Civil Division
- Water Safety Division
- Communications
- Identification & Records
- Road Patrol Division
- Driver License Bureau
- Crime laboratory
- Firing Range

In addition to the present jail, the Sheriff also operates the newly opened Trusty Camp located in Pontiac Township. This work camp has an initial capacity of 60 trustees and can be expanded to 100. The addition of this detention facility has reduced the inmate population of the County Jail as well as provided a greater opportunity to carry out a rehabilitation program.

The camp is all new and was constructed by trusty labor under the supervisor of the Oakland County Department of Facilities and Operations. The Sheriff's Department estimates that this procedure enabled the camp to be erected at 50% of the cost of a commercially built facility.

Included within the camp are areas for:

- kitchen
- laundry
- library
- first aid
- class rooms
- dormitory
- recreation room
- dining hall

Local jurisdictions which confine persons in the county jail for violations of local ordinances pay a fee of $9.50 per day. Communities in the county are not assessed any fee for persons charged with violations of state laws.

3.5.2 Local Lockups

Several communities within Oakland County maintain facilities for confining prisioners before transfer to the county jail or to court. These facilities are generally used only to house persons for up to several hours. Periods of confinement in excess of this length generally take place in the county jail. These lockups are of varying size and include a wide range of safety and sanitation. There are strong arguments on both sides of the question as to whether or not local lockups should be maintained.

Local lockups in the county are maintained by the following communities:[1]

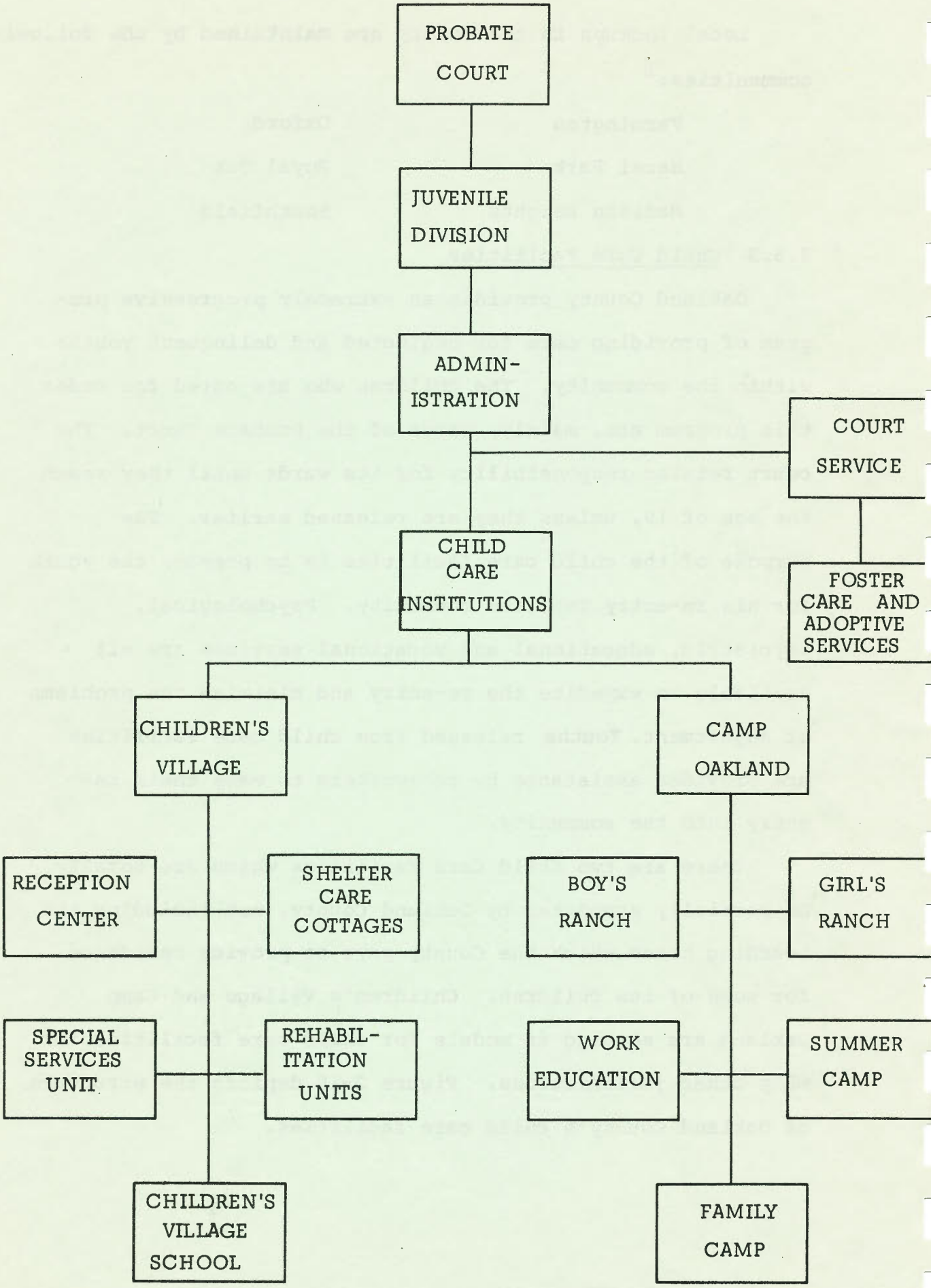
Farmington	Oxford
Hazel Park	Royal Oak
Madison Heights	Southfield

3.5.3 Child Care Facilities

Oakland County provides an extremely progressive program of providing care for neglected and delinquent youths within the community. The children who are cared for under this program are, mainly, wards of the Probate Court. The court retains responsibility for its wards until they reach the age of 19, unless they are released earlier. The purpose of the child care facilities is to prepare the youth for his re-entry into the community. Psychological, psyciatric, educational and vocational services are all available to expedite the re-entry and minimize the problems of adjustment. Youths released from child care facilities are provided assistance by caseworkers to ease their re-entry into the community.

There are two Child Care Facilities which are totally or partially supported by Oakland County, not including the boarding homes which the County pays to provide residence for some of its children. Children's Village and Camp Oakland are serving as models for child care facilities for many other jurisdictions. Figure 3-10 depicts the structure of Oakland County's child care facilities.

[1] Police and Sheriff's Data Compendium, SEMCOG, April 8, 1970, Column 51.



OAKLAND COUNTY CHILD CARE FACILITIES

FIGURE 3-10

The Children's Village is owned and maintained by Oakland County as part of the Juvenile Division of the Probate Court. The village presently consists of seven buildings: Reception Center, Shelter Care Cottages, Special Services Unit, two modern style cottages which are used by the Rehabilitation Unit and the Children's Village School.

The Reception Center has a capacity of 60 boys and 45 girls. It is used to house children awaiting court hearings or placement in private and public facilities. The Shelter Care Unit consists of two cottages, each having a capacity of 20 children. Neglected children are provided a home-like atmosphere pending their placement in either a relative's home or a boarding home. The Special Services Unit has a capacity of 24 boys and 16 girls. Children in this building require special and individualized services. The Rehabilitation Unit is composed of two buildings each having a capacity of 25 children. This unit is used to house children who are on their way back to the community. They receive minimum supervision while being instructed both at the village and in the community.

The Children's Village School is provided for those children who cannot attend public school, and provides education from the first grade through the tenth.

The second Child Care Facility is Camp Oakland, a private, corporate foundation for Juvenile Court wards and

underprivileged children residing in Oakland County. All buildings and properties are owned by Camp Oakland, Inc., while the operating cost and staff are paid by the county. There are five separate programs within Camp Oakland: The Boy's Ranch, Girl's Ranch, Summer Camp, Family Camp and Work Education.

The Boy's Ranch, with a capacity of 20, and the Girl's Ranch, housing 18, provide services to children between 6 and 16 years of age. These programs are designed to provide short- or long-term care for court wards who can cope with both family and community life. These children are awaiting, if possible, foster home placement or an improvement in the neglect conditions at their own home. The environment within these facilities resembles home life as much as possible. The children attend Oxford Public schools and are involved in many social, educational and other programs within the community and at the Ranches.

The grounds of Camp Oakland also provide the facilities for the Summer Camp and Family Camp programs. These programs provide unique learning experiences as well as recreation for the underpriveledged and pre-delinquent children of Oakland County.

The Summer Camp is in operation eight weeks every summer for children between the ages of 6 and 12. These children are referred by the Youth Assistance Services (discussed elsewhere in this document) and stay for at least a two-week period. A number of court wards also take part in

the program. The Summer Camp provides counciling services as well as over-night camping experiences to approximately 400 girls and boys.

Assisting in the Summer Camp activities are advanced college students who receive a small stipend and earn credit hours towards their degree through Michigan State University. They are primarily involved in counseling and provide much-needed individual attention to the children.

The Family Camp is in operation for a two-week period during the summer. The Youth Assistance Services selects families which will benefit from a close recreational experience between mother and child. The children involved may be of any age and participate in the regular camp program. The mothers attend group meetings and discussions, directed by professional staff from various mental health agencies, concerning their difficulties in coping with family problems and tension.

The Work Education Program of Camp Oakland is designed to meet the needs of boys 15 thru 18 years of age who require a combination of vocational, pschological and remedial-educational assistance. These youngsters have a minimum I.Q. in the dull-normal range and have performed delinquent acts. This program has a capacity of 28 boys.

3.5.4. State Correctional Institutions[1]

The Michigan Department of Corrections maintains and operates a system of adult correctional institutions with a designed capacity of approximately 9,000 convicted felons. Ranging from minimum to maximum security facilities, these institutions have a considerable variance in programs and reflect the diverse treatment and custodial needs of the offenders. Special institutions, including one located in Oakland County, serve young offenders and youthful trainees. In 1969, 5,276 persons were admitted to state prisons and 4,610 were released. The average weekly prison population was 8,734 (from Oct. 1969 - Oct. 1970).

3.5.5. Detroit House of Corrections (DEHOCO)

This institution has been included in this section because it is used to house convicted female felons committed from all of Michigan. The Women's Division of DEHOCO is a medium security prison with a maximum desirable capacity of 363 inmates. The state pays a per-diem rate to the City of Detroit for the approximately 220 females serving state sentences in DEHOCO.

[1] Michigan Comprehensive Criminal Justice Plan, 1971, pp. 1-100 through 1-113.

3.6 PROBATION/PAROLE

The role of the probation and parole programs within the criminal justice process is to provide supervision of offenders in the community in lieu of confinement. Completely separate programs have been established within Oakland County for adult and juvenile offenders.

Adult probation within the county is administered by the Oakland County Chief Probation Officer and various municipal probation programs. Parole services are the responsibility of the Bureau of Field Services of the Michigan Department of Corrections.

Juvenile probation is monitored by the Court Casework Services section of the Juvenile Division of the Oakland County Probate Court. This same section administers youth reentry into the community for juveniles committed to court controlled institutions. The office of Youth Services, Michigan Department of Social Services, is responsible for the youths who reenter the community after a period of institutionalization at a state facility.

Table 3-1 depicts the roles defined above. In addition to these official agencies some law enforcement agencies operate their own unofficial probation programs. In lieu of bringing official court action they set up, and monitor, a probation program for youths who get into trouble within their jurisdictions. Weekly visits, work projects, community oriented efforts, curfews and daily logs of activities are all often included within these unofficial systems. Official court action is initiated by these departments for violators of

these programs, if the situation warrants this measure.

ADULTS	Oakland County Chief Probation Officer, Municipal Probation Programs	Bureau of Field Services Michigan Department of Corrections
JUVENILES	Juvenile Division, Oakland County Probate Court	Juvenile Division, Oakland County Probate Court, Office of Youth Services, Michigan Department of Social Services

TABLE 3-1

PROBATION/PAROLE AGENCIES

° Oakland County Adult Probation Department

The Chief Probation Officer, Mr. Arthur P. McKenna, is responsible for the probation programs of the 6th Judicial Circuit Court and those District and Municipal Courts where local probation departments have not been established. The two major functions of the 20 county probation officers are to conduct pre-sentence investigations and supervise persons currently on probation.

The Probation Department is required, by law, to investigate the "antecedents, character and circumstances" of any person convicted of a felony, by verdict or plea, before the court passes sentence. An investigation is also frequently conducted, at the request of a judge, of persons convicted of misdemeanors. In 1970 the Oakland County Adult Probation Department conducted 1,523 pre-sentence investigations. These investigations encompass the individuals' complete social economic and criminal history and is based upon interviews and available records. A nine-page

general outline which is used as a guide by Probation Officers in completing their Report to the Court was adopted in February 1956.

Supervision of persons currently on probation is generally accomplished through monthly visits by the Probation Officer to the probationer in the field and by the probationer to the Probation Office. The department submits progress reports on each individual to the court at least every six months.

Persons convicted of a felony can be placed on probation for a period of up to five years (plus up to six months confinement) and those convicted of a misdemeanor for a period of up to two years (plus up to 90 days confinement). While on probation the individual must obey the conditions imposed by the court or he can be charged with violating probation. The maximum penalty for such violation is the same as that of the original offense for which he was convicted.

The Oakland County Adult Probation Department operates as two separate sections; one for the Circuit Court and the other for District and Municipal Courts. The figures below indicate some of the workload for each section for the year of 1970.

	CIRCUIT COURT	DISTRICT & MUNICIPAL COURTS
Probation Officers (as of 12/31/70)	17	3
Persons on Probation at start of Period	983	1,061
Placed on Probation During Period	700	831
Discharged During Period	518	826
Persons on Probation at end of Period	1,165	1,066
Pre-sentence Investigations	989	534

° Municipal Probation Departments

Several communities within the county have established their own probation departments as adjuncts to their District or Municipal Courts. Among the communities having this program are:

-Pontiac -Oak Park -Madison Heights

-Ferndale -Hazel Park -Waterford

-Royal Oak

These departments serve as liaison between the community and the courts. They perform presentence investigations, collect support payments and fines, and monitor the behavior of persons placed on probation by their District or Municipal Courts.

The municipal probation departments are required to maintain records of their activities and submit semi-annual reports to the Michigan Department of Corrections. The

funds for the operation of these departments are supplied by the municipalities.

In 1960 the City of Royal Oak instituted a program utilizing volunteer probation officers. Led by Municipal Court Judge Keith J. Leenhouts the program has been tremendously successful and has attracted nationwide attention.

Under this program citizens of the community provide counseling services to young offenders on a one-to-one basis. Funds and resources obtained from the city, grants, businesses and organizations have permitted a full range of professional rehabilitative services to be offered in conjunction with the efforts of the dedicated volunteers.

The interest in this program has resulted in the formation of a corporation, Volunteers in Probation, Inc. Judge Leenhouts resigned from the bench in 1969 to serve as its director. The concept established by Royal Oak, and similar programs,has spread to the point where over 500 courts throughout the nation are currently utilizing volunteer probation workers.

° Bureau of Field Services, Michigan Department of Corrections

Oakland County parolees are supervised by the five agents assigned to the Pontiac Parole Office; District 2, Office of Parole and Probation. Mr. Theodore W. Bly, the Senior Parole and Probation Agent in charge of the Pontiac Parole Office, has responsibility for supervising parolees

residing in Oakland, Livingston and Shiawassee Counties. As of March 1, 1971 the number of parolees in each of these counties was:

Oakland	- 302
Livingston	- 19
Shiawassee	- 9
Total	330

Felons incarcerated in Michigan become eligible for parole after they have served their minimum sentence, which is set by the trial Judge, less good time. The total allowance for good time is composed of regular and special good time. Regular good time is granted, by law, to all inmates and is awarded on the following basis:

Year of Incarceration	Days Per Month
1-2	5
3-4	6
5-6	7
7-9	9
10-14	10
15-19	12
20 and up	15

Special good time is computed at 50% of regular good time and is awarded unless the inmate causes problems during his incarceration.

The Michigan Parole Board is required to review each case when the individual first becomes eligible for parole and at least every 18 months thereafter, until the inmate is released on parole or for expiration of sentence. The Parole Office of residence conducts a pre-parole investigation prior to the hearing by the Parole Board. During this

and youth reentry into the community. Juvenile probation and reentry programs are completely different from those previously described for the adult community. The Casework Services section of the Juvenile Division has the responsibility for monitoring both of these programs.

When a petition or complaint is submitted on a juvenile every effort is made by the Juvenile Division to handle the problem without the necessity of formal court action. In those cases where formal action is deemed necessary, a petition is authorized and a formal calendar hearing is held. As a result of this hearing the Probate Judge decides whether or not the juvenile belongs under the jurisdiction of the court. When this decision is affirmative a predispositional investigation is conducted to aid the Judge in determining the disposition which will be most advantageous to the youth and the community. The alternatives open to the Judge include:

- Warning
- Probation in own home or relatives home
- Probation in foster home
- Placement in private or county institution
- Placement in state institution

Youths committed to state institutions become wards of the state when the youths are physically accepted by the state institution and remain in this status until age 19. Youths

placed on probation or placed in county or private institutions become wards of the Probate Court until they reach the age of 19, unless otherwise stipulated by the court.

The Casework Services section monitors juveniles who are currently on probation, in private or county institutions, or who have been released from these institutions. When a youth becomes a ward of the court a caseworker is assigned to that youth. These caseworkers meet with the youth and his family to discuss progress and provide counseling.

Probation and reentry into the community (which is analagous to parole for adults) are both handled by the Casework Services section. The philosophy of this approach, rather than that of having two separate sections, is that the problems of a juvenile, and the family, living in the community are the same, whether or not the youth has been institutionalized. The guidance and counseling provided by these professionals are aimed at preventing delinquent behavior and assisting the youth and family to adjust to their environment. The success of this program is reflected in the statistics which show that the ratio of delinquency to population in Oakland County is less than 1/3 of the ratio for the total United States.

Some of the workload of the Juvenile Division of the Oakland County Probate Court is reflected in the following statistics:

	1966	1967	1968	1969
Official Delinquency cases	888	934	1042	1395
Committed to state institutions	100	108	151	74
Number of Foster homes (as of 12/31)	157	174	148	155
Average Daily census in Childrens Village	178	171	186	179

3.7 ADDITIONAL ELEMENTS

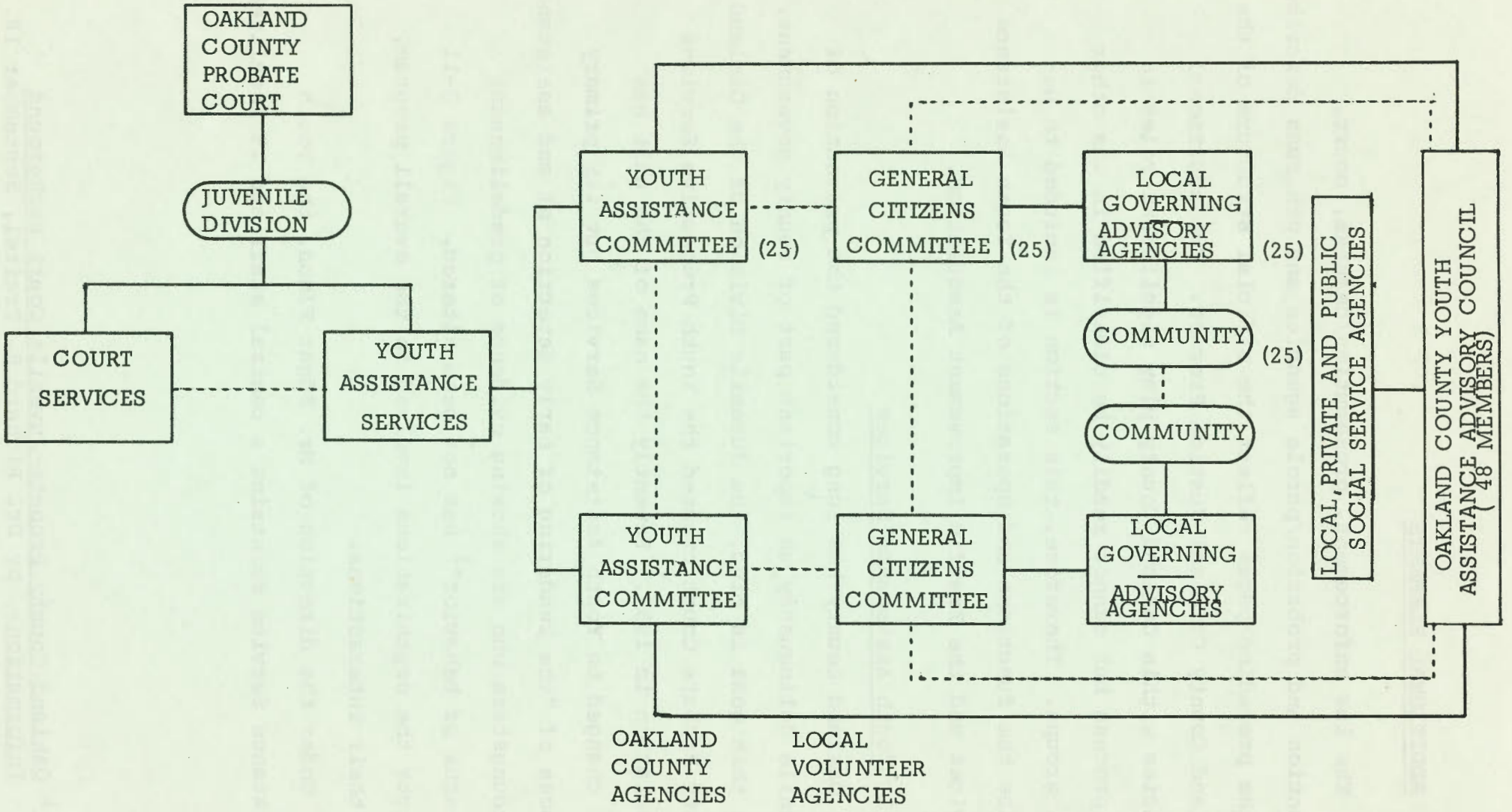
The law enforcement, prosecution/defense, court, detention and probation/parole agencies and programs described on the preceding pages reflect the official structure of the Oakland County Criminal Justice Process. Two additional agencies within Oakland County play significant roles in the process but cannot readily be classified in the other five groups. Therefore, this section is included to describe the functions and operations of the Youth Assistance Services and the Traffic Improvement Association.

3.7.1 Youth Assistance Services

Oakland County has long considered the prevention of juvenile delinquency an important part of county government. With this goal in mind, the Juvenile Division of the Oakland County Probate Court created the Youth Protective Services Association in 1957. Recently the name of the unit has been changed to Youth Assistance Services but its primary purpose of "the rendering of early detection of and assistance to youngsters who are showing evidence of predelinquent patterns of behavior"[1] has not been altered. Figure 3-11 depicts the organizations involved in the overall program, and their interactions.

Under the direction of Mr. Edgar Flood, the Youth Assistance Service maintains a central staff and 25 localized

[1] Oakland County Probate-Juvenile Court Background Information, by Dr. Richard B. Traitel, September 18, 1970.



YOUTH ASSISTANCE SERVICES PROGRAM

FIGURE 1

groups (Youth Assistance Committees) throughout Oakland County. Mr. Flood presently has twenty people on his staff, including 16 caseworkers.

While the Juvenile Division of the Probate Court pays the salaries of the staff, provides office facilities and approves members of the local committees, Youth Assistance Services is actually under community control. It is the community which financially supports 25 local General Citizens Committees, passes ordinances and resolutions, provides program services and selects the members of the local citizens committees. There is a locally appointed General Citizens Committee in each of the 25 locations served by the Youth Assistance Program. The number of members of each Committee will vary, depending on the desires and requirements of the locality in which it functions. It is the General Citizens Committee which has the authority to operate the Youth Assistance Program for its community and which interacts with the Youth Assistance Committee. The 25 General Citizens Committees each have a number of standing committees, dependent upon the needs of the particular community. A typical General Citizens Committee organization is shown at the top of Figure 3-12.

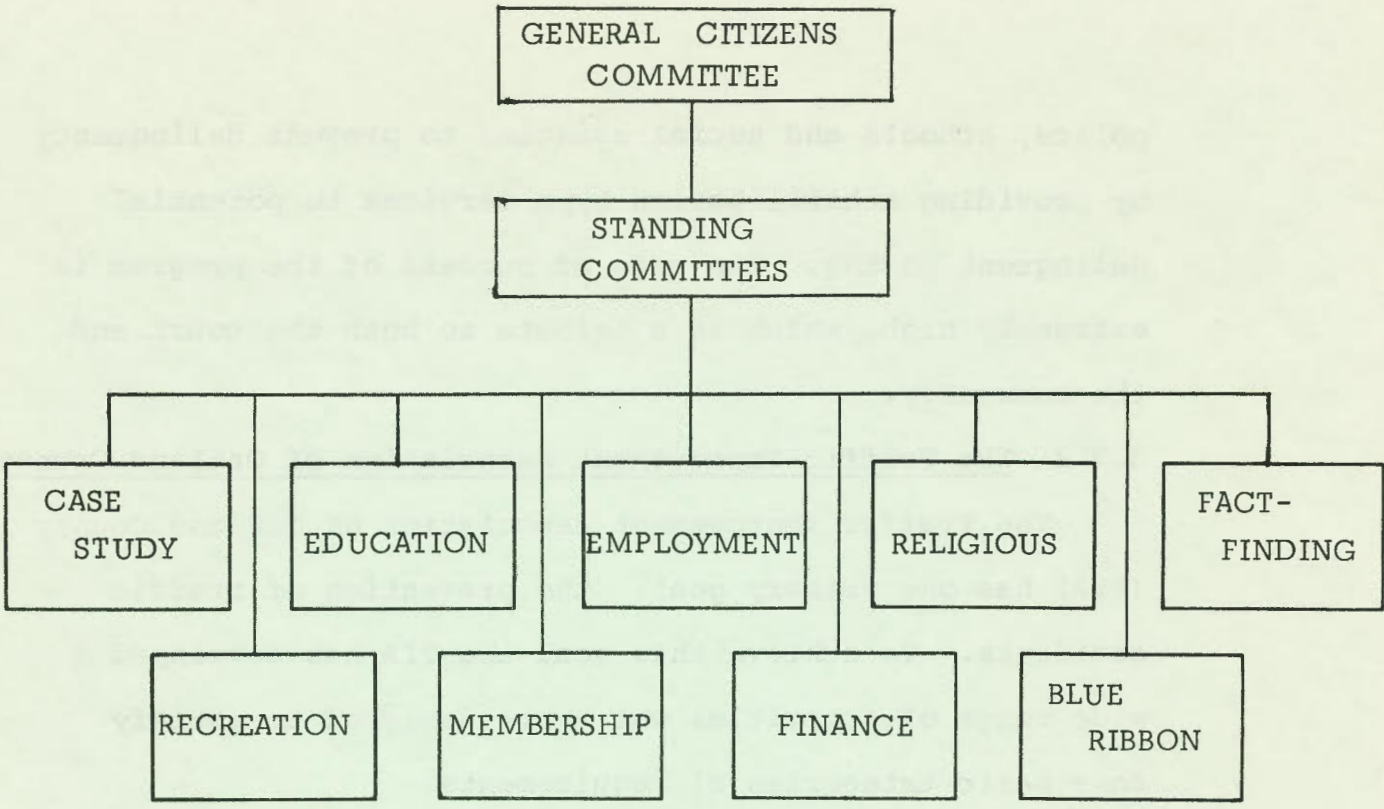
Advising the General Citizens Committee is the Oakland County Youth Assistance Advisory Council. This Council is comprised of 48 members taken from local, private and

public services agencies as well as the local Youth Assistance Committees. Within this Council is the Executive Committee which elects officers, provides sub-committee chairmen and has a Judge of the Probate Court as a member. The Council's organization is shown at the bottom of Figure 3-12.

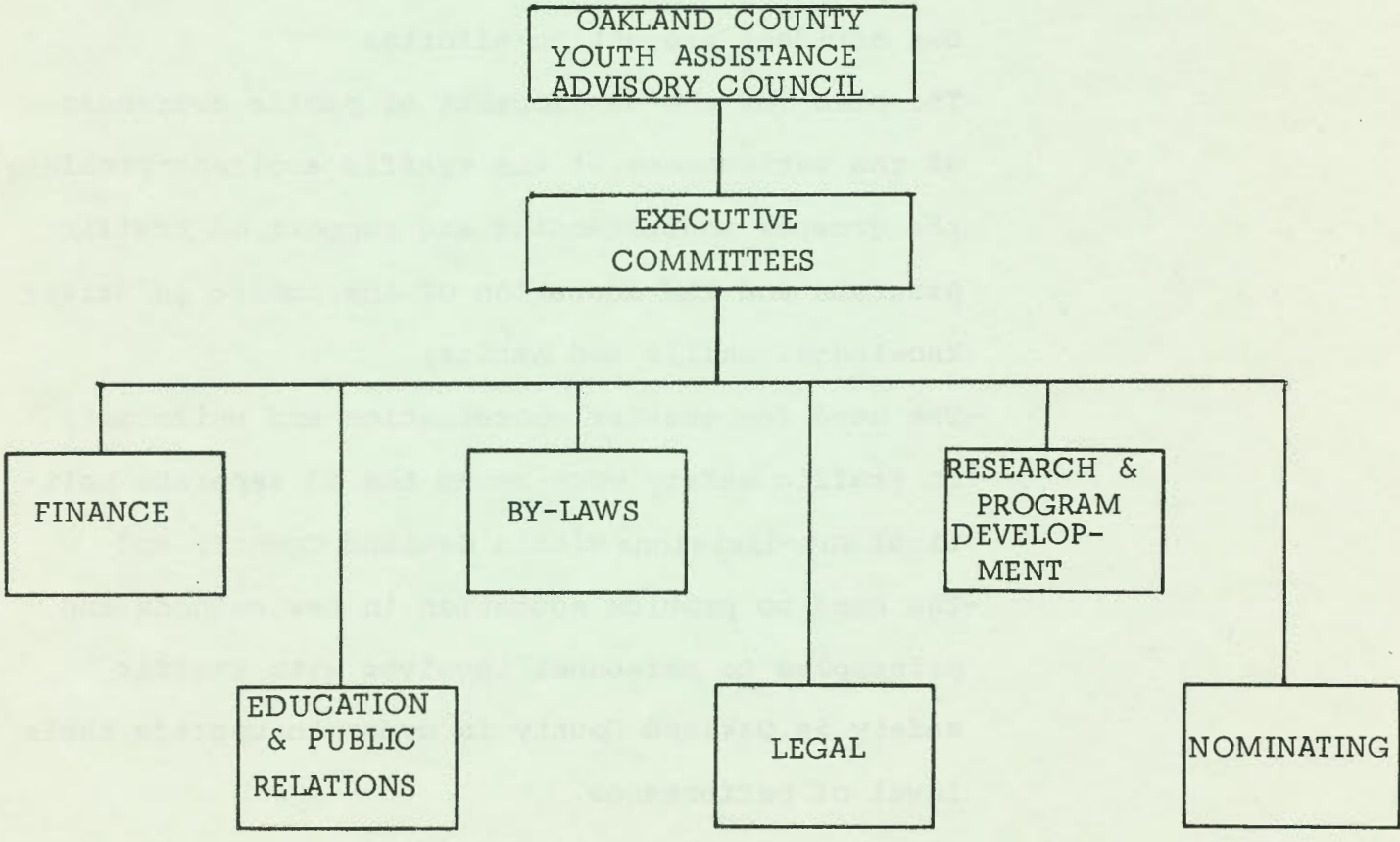
The three main objectives of the Youth Assistance Program are involvement of local citizens, intervention before the fact, and provision of services to rehabilitate the individual both before and after the fact. Referrals to this program come from the police, schools, families, agencies, individuals and the courts (before an official hearing or after a case has been dismissed). There must be family cooperation or the individual is refused the services of the program. The services are provided for individuals of age 16 years and younger and all levels of economic strata are serviced by the program.

After a period of treatment the Youth Assistance Committee sends a report to the referral party describing the degree of success of the services. If an individual has not made any progress the police may be alerted to monitor the activities of the individual when he is released to the community.

Although the general public is not fully aware of all aspects of the program, the activities of the Youth Assistance Program have steadily increased because of the desire of the



GENERAL CITIZENS COMMITTEE ORGANIZATION



OAKLAND COUNTY YOUTH ASSISTANCE ADVISORY COUNCIL ORGANIZATION

FIGURE 3-12

police, schools and social agencies to prevent delinquency by providing rehabilitation type services to potential delinquent youths. The rate of success of the program is extremely high, which is a tribute to both the court and the community.

3.7.2 The Traffic Improvement Association of Oakland County

The Traffic Improvement Association of Oakland County (TIA) has one primary goal: the prevention of traffic accidents. To achieve this goal the TIA has developed a wide range of activities which are designed to satisfy four basic categories of requirements:

- -The need in Oakland County for a county-wide system or procedure which will allow for better identification of specific accident locations and for a means by which a community can evaluate its own accident prevention efforts;
- -The need for the development of public awareness of the seriousness of the traffic accident problem, the greater understanding and support of traffic programs and the education of the public in driver knowledge, skills and habits;
- -The need for greater coordination and uniformity in traffic safety work among the 63 separate political sub-divisions within Oakland County; and
- -The need to provide education in new methods and principles to personnel involved with traffic safety in Oakland County in order to upgrade their level of performance.

TIA's efforts to satisfy the above requirements include the establishment of a county-wide computerized system (The Traffic Data Center), interaction with other organizations to create public support, provision of instructional classes for traffic officials and driving students and initiation of associations among traffic safety personnel. As new areas of concern arise in connection with traffic safety, TIA incorporates them into their activities.

TIA was established in 1967, after a three-year comprehensive survey of Oakland County's specific traffic problems. This study involved community leaders, public officials, the Chancellor of Oakland University, the chairman of the Oakland County Board of Commissioners, representatives of the Oakland County Road Commission, and traffic experts from Michigan State University. Seven separate study groups were formed and over 200 citizens and public officials volunteered to participate. Out of this effort, 92 specific traffic safety recommendations were made, the first of which was the formation of the TIA.

Under the direction of Mr. Bruce B. Madsen, the TIA, which is a non-profit, non-political, self-governing citizen supported organization, has become one of the leading and most progressive traffic safety agencies in the country. Oakland County was recently selected as the site for a national traffic safety demonstration project

and TIA was designated to handle the administration of this activity.

The TIA is primarily financed by private business and industry. Because of its extensive "citizen-government" support, TIA continues to provide Oakland County with programs to diminish human and economic loss.

SECTION 4
AGENCY SURVEY

4.1 INTRODUCTION

In order to gain an understanding of law enforcement in Oakland County and have an objective basis for defining the requirements of CLEMIS the project team conducted a survey of all identifiable police agencies. As the first step in this survey a 14-page questionnaire was developed. A copy of this document will be found in Appendix B.

The next task was to determine which agencies to visit and which ones to contact by mail. It was first decided that personal interviews would be conducted with agencies which currently use the LESS system:

- -Bloomfield Township
- -Farmington City
- -Farmington Township
- -Oakland County Sheriff
- -Southfield
- -Troy
- -Waterford Township
- -West Bloomfield Township

This list was then expanded to include those additional agencies which had indicated they would utilize CLEMIS:

- -Birmingham
- -Clawson
- -Huntington Woods
- -Oak Park
- -Pontiac
- -Royal Oak

The next group of agencies to be visited was selected because they currently operate a LEIN terminal:

- -Berkley
- -Beverly Hills
- -Ferndale
- -Hazel Park
- -Madison Heights
- -Northville

To ensure that the survey would encompass agencies of all sizes and in all portions of the county the list was finalized by adding the following jurisdictions:

-Bloomfield Hills
-Franklin
-Milford
-Oakland University
-Orchard Lake
-Pleasant Ridge
-Pontiac Township
-Rochester
-Royal Oak Township

A total of 29 agencies made up the final list which included 18 cities, 3 villages, 6 townships, a university and the Sheriff.

The project team then mailed the questionnaire, with a cover letter and short description of CLEMIS, to the remaining 14 jurisdictions which had been identified as having a police department.

-Addison Township
-Clarkston
-Holly
-Keego Harbor
-Lake Orion
-Lathrup Village
-Novi
-Oxford
-South Lyon
-Sylvan Lake
-Walled Lake
-White Lake Township
-Wixom
-Wolverine Lake

Of the 29 agencies which were personally contacted, 28 completed the questionnaire (96.8%). Only 5 of the 14 mailed questionnaires were returned (35.7%). A total of 33 agencies completed the questionnaire, compared to 43 which were asked to do so (76.7%).

One of the results of the survey is the agency directory found in Appendix C. The data contained in this listing is based on the best information available to the project team.

The formal survey was limited to the agencies listed above and the data presented in Section 4.2 is based upon that survey. The project team did, however, visit a number of personnel from additional agencies in and around Oakland County in order to gather the information contained elsewhere in this document. These additional agencies included:

-Oakland County Prosecuting Attorney
-Oakland Police Academy
-South Oakland Chiefs of Police Association
-Probation Department, 50th District Court
-Oakland County Adult Probation Department
-Michigan Department of Corrections, Pontiac Parole Office
-Oakland County Jail
-Michigan State Police - Headquarters
-Michigan State Police - Pontiac Post
-Detroit Police Department
-City of Pontiac, Data Processing Department
-Traffic Improvement Association
-Oakland County Law Enforcement Association
-Macomb County, Law Enforcement Coordinator
-Macomb County, Director of Data Processing
-Michigan Office of Criminal Justice Programs
-Oakland County Probate Court, Juvenile Division
-Oakland County Bar Association
-Oakland County Legal Aid Society
-Southeast Michigan Council of Governments
-Oakland County Circuit Court, Administrator
-Oakland County Youth Assistance Service
-Volunteers in Probation, Inc.
-Oakland County Planning Commission
-Oakland County Department of Facilities and Operations
-Oakland County Federal and State Aid Coordinator

The project team received excellent cooperation from every agency visited during the formal survey and peripheral gathering of information. Every source document collected through these visits is being maintained in the project files and can be accessed by authorized personnel. Formal documents are listed in Appendix E, Bibliography.

4.2 SURVEY RESULTS

The following pages contain 9 tables and 11 figures. These statistics provide detailed and summary information obtained from the survey. Each table and figure is preceeded by a short narrative describing its intent and the source of the information.

Very little specific data is presented for individual departments within the county. This is intentional since one of the stipulations agreed to by the project team during the survey was that the information would be kept confidential. Every individual survey form has been retained by the team and is maintained in the project files. Limited access by authorized personnel can be arranged by contacting the Project Director.

Table 4-1

General Jurisdictional Statistics

Table 4-1 contains information for 1950, 1960 and 1970 concerning population, area in square miles, number of full-time and part-time personnel (including civilian and sworn officers) and the number of full-time and part-time sworn officers. It can be seen that the staffing of local jurisdictions ranges widely in the ratio of full-time to part-time personnel and part-time to full-time sworn officers.

The figures given under the heading "Other" are for the areas of Oakland County which do not have local police jurisdictions.

The Table is based on figures obtained from several sources including population figures from the Bureau of the Census, area information from the Oakland County Planning Commission and personnel data from the local jurisdictions. It should be noted that the census figure for Lathrup Village has been unofficially adjusted from 1,429 to 4,676 based on information from the local government.

Abbreviations used in the Table are as follows:

Pop. - Population

Area. - Area in Square Miles

F.T. Personnel - Full-Time Personnel (Civilian and Sworn)

P.T. Personnel - Part-Time Personnel (Civilian and Sworn)

F.T. Officers - Full-Time Sworn Officers

P.T. Officers - Part-Time Sworn Officers

	1950	1960	1970
Addison			
Pop.	1,291	1,691	2,809
Area.	-	-	35.6
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Berkley			
Pop.	17,931	23,275	22,618
Area.	-	-	2.6
F.T. Personnel	-	-	22
P.T. Personnel	-	-	17
F.T. Officers	-	-	22
P.T. Officers	-	-	17
Beverly Hills			
Pop.	N.A.	8,633	13,598
Area.	-	-	6.0
F.T. Personnel	-	8	26
P.T. Personnel	-	0	0
F.T. Officers	-	8	25
P.T. Officers	-	0	0
Birmingham			
Pop.	15,467	25,525	26,170
Area.	-	-	4.2
F.T. Personnel	22	37	52
P.T. Personnel	1	3	6
F.T. Officers	20	31	41
P.T. Officers	0	0	0
Bloomfield Hills			
Pop.	1,468	2,378	3,672
Area.	-	-	5.1
F.T. Personnel	9	12	20
P.T. Personnel	0	0	0
F.T. Officers	9	11	18
P.T. Officers	0	0	0

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1

	1950	1960	1970
Bloomfield Township			
Pop.	3,851	22,530	42,788
Area.	-	-	31.6
F.T. Personnel	2	12	55
P.T. Personnel	0	5	8
F.T. Officers	2	12	53
P.T. Officers	0	5	8
Clarkston			
Pop.	722	769	1,034
Area.	-	-	.5
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Clawson			
Pop.	5,196	14,795	17,617
Area.	-	-	2.3
F.T. Personnel	7	13	24
P.T. Personnel	0	0	0
F.T. Officers	7	12	22
P.T. Officers	0	0	0
Farmington			
Pop.	2,325	6,881	13,337
Area.	-	-	1.9
F.T. Personnel	8	15	26
P.T. Personnel	0	0	0
F.T. Officers	7	12	20
P.T. Officers	0	0	0
Farmington Township			
Pop.	11,224	26,692	48,933
Area.	-	-	31.6
F.T. Personnel	1	7	44
P.T. Personnel	0	0	24
F.T. Officers	1	7	40
P.T. Officers	0	0	24

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
Ferndale			
Pop.	29,675	31,347	30,850
Area.	-	-	4.2
F.T. Personnel	5	5	56
P.T. Personnel	0	0	0
F.T. Officers	0	0	51
P.T. Officers	0	0	0
Franklin			
Pop.	N.A.	2,262	3,344
Area.	-	-	2.6
F.T. Personnel	-	-	3
P.T. Personnel	-	-	10
F.T. Officers	-	-	2
P.T. Officers	-	-	0
Hazel Park			
Pop.	17,770	25,631	23,784
Area.	-	-	2.8
F.T. Personnel	-	31	38
P.T. Personnel	-	0	30
F.T. Officers	-	31	35
P.T. Officers	-	0	29
Holly Village			
Pop.	2,663	3,269	4,355
Area.	-	-	2.0
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Huntington Woods			
Pop.	4,949	8,746	8,536
Area.	-	-	1.5
F.T. Personnel	9	10	18
P.T. Personnel	0	0	2
F.T. Officers	9	10	16
P.T. Officers	0	0	0

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
Keego Harbor			
Pop.	N.A.	2,761	3,092
Area.	-	-	.6
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Lake Orion Village			
Pop.	2,385	2,698	2,921
Area.	-	-	1.3
F.T. Personnel	2	6	8
P.T. Personnel	4	5	12
F.T. Officers	2	3	5
P.T. Officers	1	4	8
Lathrup Village (Adjusted Unofficially*)			
Pop.	N.A.	3,556	4,676*
Area.	-	-	1.5
F.T. Personnel	-	-	6
P.T. Personnel	-	-	20
F.T. Officers	-	-	5
P.T. Officers	-	-	20
Madison Heights			
Pop.	N.A.	33,343	38,599
Area.	-	-	7.1
F.T. Personnel	-	-	47
P.T. Personnel	-	-	1
F.T. Officers	-	-	43
P.T. Officers	-	-	0
Milford Village			
Pop.	1,924	4,323	4,699
Area.	-	-	2.5
F.T. Personnel	-	5	11
P.T. Personnel	-	0	3
F.T. Officers	-	5	8
P.T. Officers	-	0	2

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
Northville			
Pop.	N.A.	985	2,367
Area.	-	-	1.0
F.T. Personnel	-	6	14
P.T. Personnel	-	12	40
F.T. Officers	-	5	12
P.T. Officers	-	12	40
Novi City			
Pop.	N.A.	6,390	9,668
Area.	-	-	31.3
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Oakland County Sheriff's Department			
F.T. Personnel	-	-	175
P.T. Personnel	-	-	3
F.T. Officers	-	-	143
P.T. Officers	-	-	0
Oakland University			
Pop.	-	-	-
Area.	-	-	-
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Oak Park			
Pop.	5,267	36,632	36,762
Area.	-	-	4.9
F.T. Personnel	24	73	74
P.T. Personnel	0	0	0
F.T. Officers	15	67	69
P.T. Officers	0	0	0

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
Orchard Lake Village			
Pop.	696	1,127	1,487
Area.	-	-	4.0
F.T. Personnel	5	7	7
P.T. Personnel	1	2	2
F.T. Officers	5	7	7
P.T. Officers	0	1	1
Oxford Village			
Pop.	2,305	2,357	2,536
Area.	-	-	1.5
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Pleasant Ridge			
Pop.	3,594	3,807	3,989
Area.	-	-	.6
F.T. Personnel	-	-	9
P.T. Personnel	-	-	3
F.T. Officers	-	-	9
P.T. Officers	-	-	0
Pontiac City			
Pop.	73,681	82,233	85,279
Area.	-	-	19.6
F.T. Personnel	89	129	156
P.T. Personnel	0	0	0
F.T. Officers	76	107	138
P.T. Officers	0	0	0
Pontiac Township			
Pop.	6,292	9,091	13,219
Area.	-	-	17.1
F.T. Personnel	-	-	9
P.T. Personnel	-	-	0
F.T. Officers	-	-	4
P.T. Officers	-	-	0

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
Rochester			
Pop.	4,279	5,431	7,054
Area.	-	-	1.6
F.T. Personnel	-	7	14
P.T. Personnel	-	0	0
F.T. Officers	-	7	10
P.T. Officers	-	0	0
Royal Oak City			
Pop.	46,898	80,612	85,499
Area.	-	-	11.9
F.T. Personnel	-	-	117
P.T. Personnel	-	-	1
F.T. Officers	-	-	97
P.T. Officers	-	-	0
Royal Oak Township			
Pop.	20,966	8,147	6,326
Area.	-	-	.5
F.T. Personnel	-	-	14
P.T. Personnel	-	-	6
F.T. Officers	-	-	14
P.T. Officers	-	-	6
Southfield City			
Pop.	N.A.	31,501	69,285
Area.	-	-	26.2
F.T. Personnel	-	-	119
P.T. Personnel	-	-	4
F.T. Officers	-	-	102
P.T. Officers	-	-	0
South Lyon			
Pop.	1,312	1,753	2,675
Area.	-	-	1.2
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
Sylvan Lake			
Pop.	1,165	2,004	2,219
Area.	-	-	.8
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Troy			
Pop.	N.A.	19,402	39,419
Area.	-	-	33.9
F.T. Personnel	-	13	65
P.T. Personnel	-	0	0
F.T. Officers	-	10	51
P.T. Officers	-	0	0
Walled Lake			
Pop.	N.A.	3,550	3,759
Area.	-	-	2.3
F.T. Personnel	-	6	11
P.T. Personnel	-	10	9
F.T. Officers	-	6	11
P.T. Officers	-	10	9
Waterford Township			
Pop.	24,316	47,107	59,123
Area.	-	-	35.1
F.T. Personnel	17	32	35
P.T. Personnel	0	0	0
F.T. Officers	14	28	31
P.T. Officers	0	0	0
West Bloomfield Township			
Pop.	9,416	14,994	28,563
Area.	-	-	30.9
F.T. Personnel	3	5	29
P.T. Personnel	0	9	10
F.T. Officers	3	5	21
P.T. Officers	0	0	10

GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

	1950	1960	1970
White Lake Township			
Pop.	4,182	8,381	14,311
Area.	-	-	37.2
F.T. Personnel	-	2	2
P.T. Personnel	-	11	11
F.T. Officers	-	2	2
P.T. Officers	-	11	11
Wixom			
Pop.	N.A.	1,531	2,010
Area.	-	-	4.9
F.T. Personnel	-	4	6
P.T. Personnel	-	0	0
F.T. Officers	-	4	6
P.T. Officers	-	0	0
Wolverine Lake Village			
Pop.	N.A.	2,404	4,301
Area.	-	-	1.0
F.T. Personnel	-	-	-
P.T. Personnel	-	-	-
F.T. Officers	-	-	-
P.T. Officers	-	-	-
Other			
Pop.	72,791	69,735	113,835
Area.	-	-	492.9
TOTAL			
Pop.	396,001	690,259	911,118*
Area.	-	-	907.9
F.T. Personnel	-	-	1,312
P.T. Personnel	-	-	222
F.T. Officers	-	-	1,133
P.T. Officers	-	-	185

*UNOFFICIALLY ADJUSTED

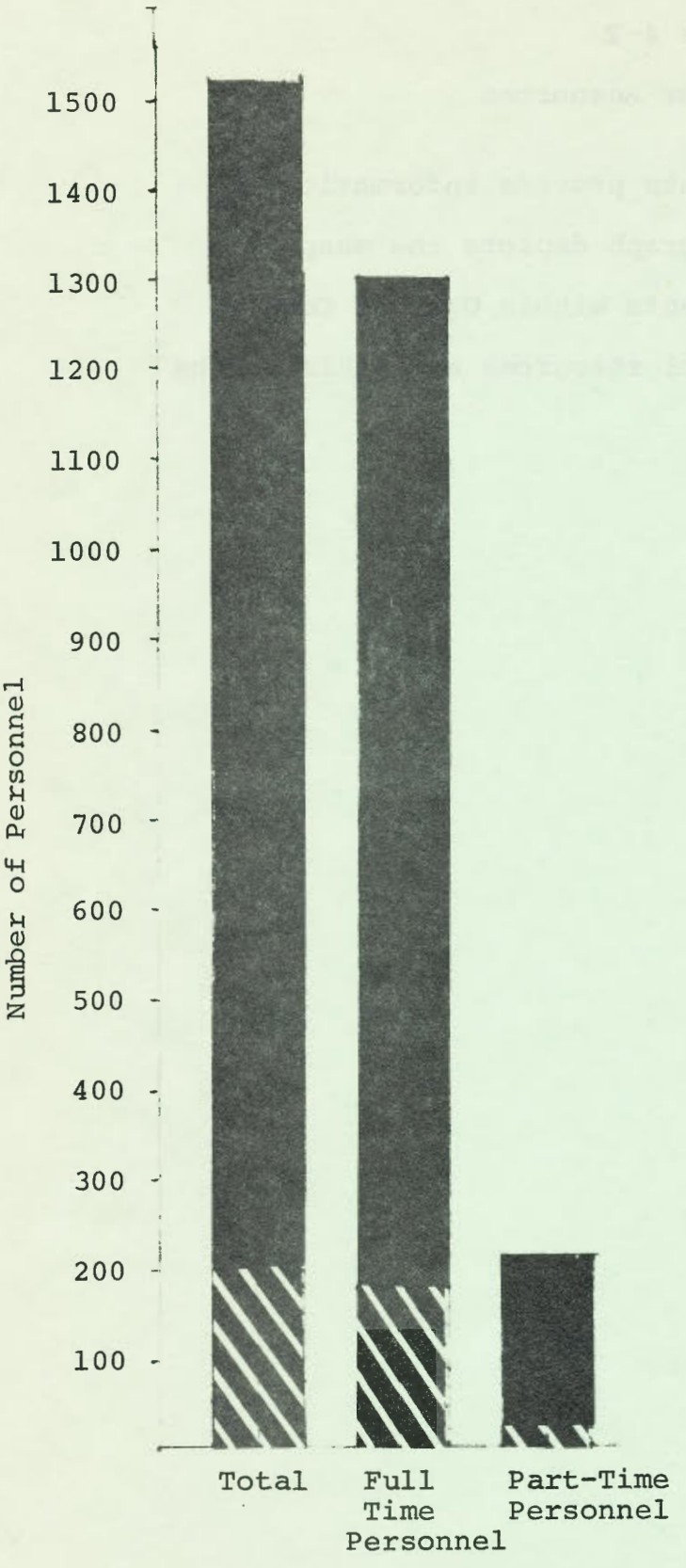
GENERAL JURISDICTIONAL STATISTICS

TABLE 4-1 (CON'T)

Figure 4-1

Total Personnel Resources

Figure 4-1 is comprised of data suppled by 33 departments. It depicts the number of total, full-time personnel of the departments. The solid area represents the sworn officers, the lined-area represents civilians.



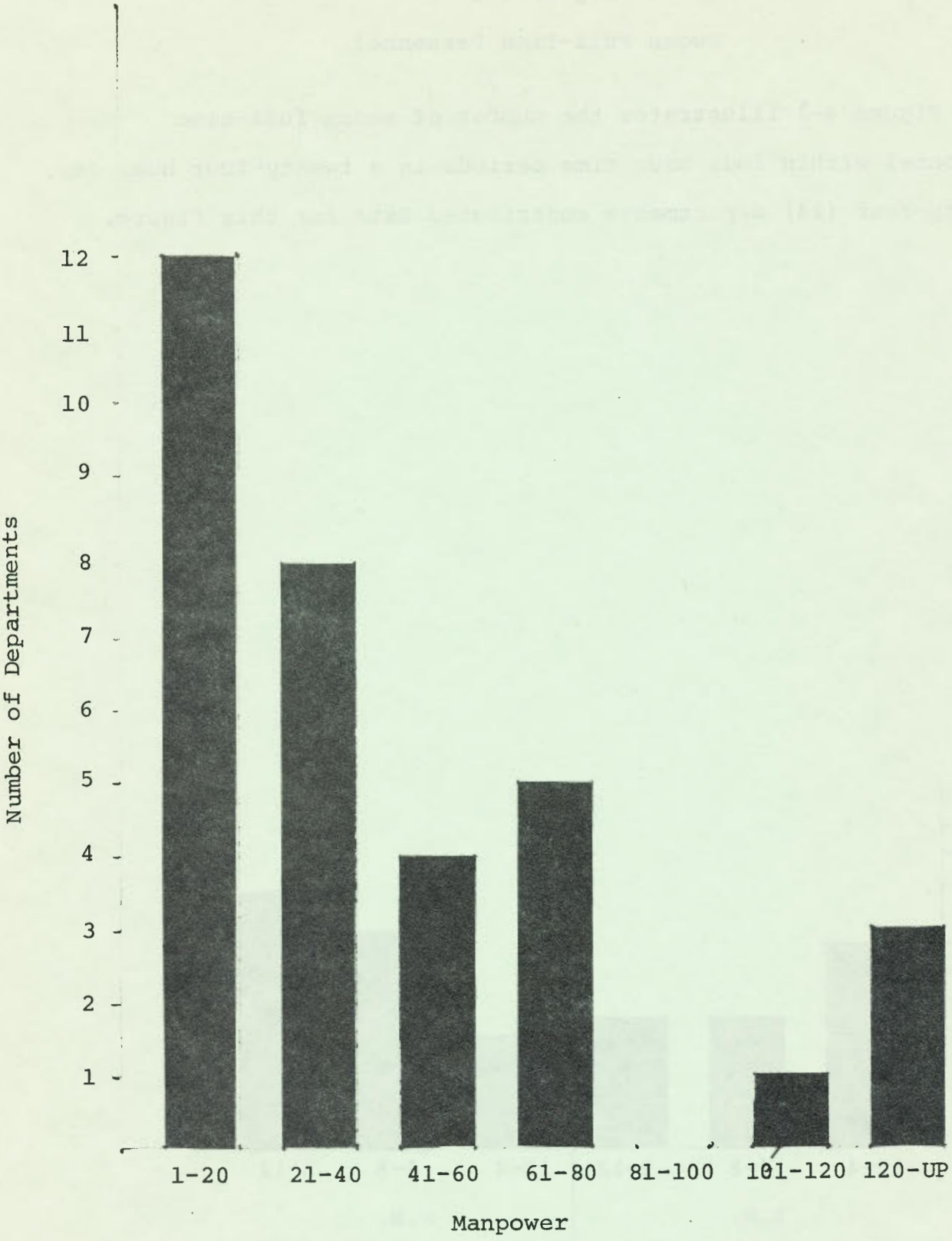
Total Personnel Resources

Figure 4-1

Figure 4-2

Total Manpower Resources

Thirty-three (33) departments provide information on manpower for this figure. The graph depicts the manpower level maintained by the departments within Oakland County. This manpower is defined as total resources available to the department.



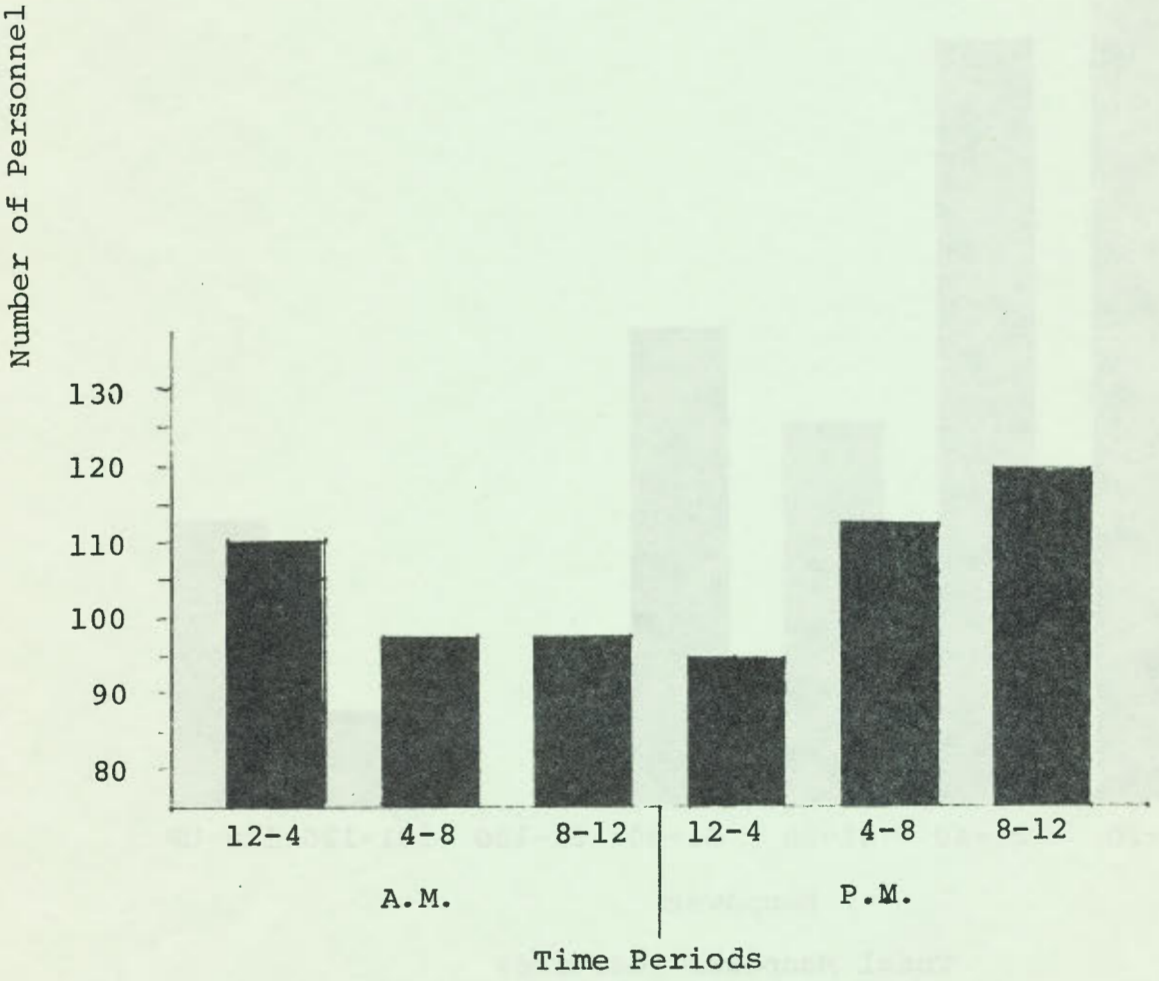
Total Manpower Resources

Figure 4-2

Figure 4-3

Sworn Full-Time Personnel

Figure 4-3 illustrates the number of sworn full-time personnel within four hour time periods in a twenty-four hour day. Twenty-four (24) departments contributed data for this figure.



Sworn Full-Time Personnel

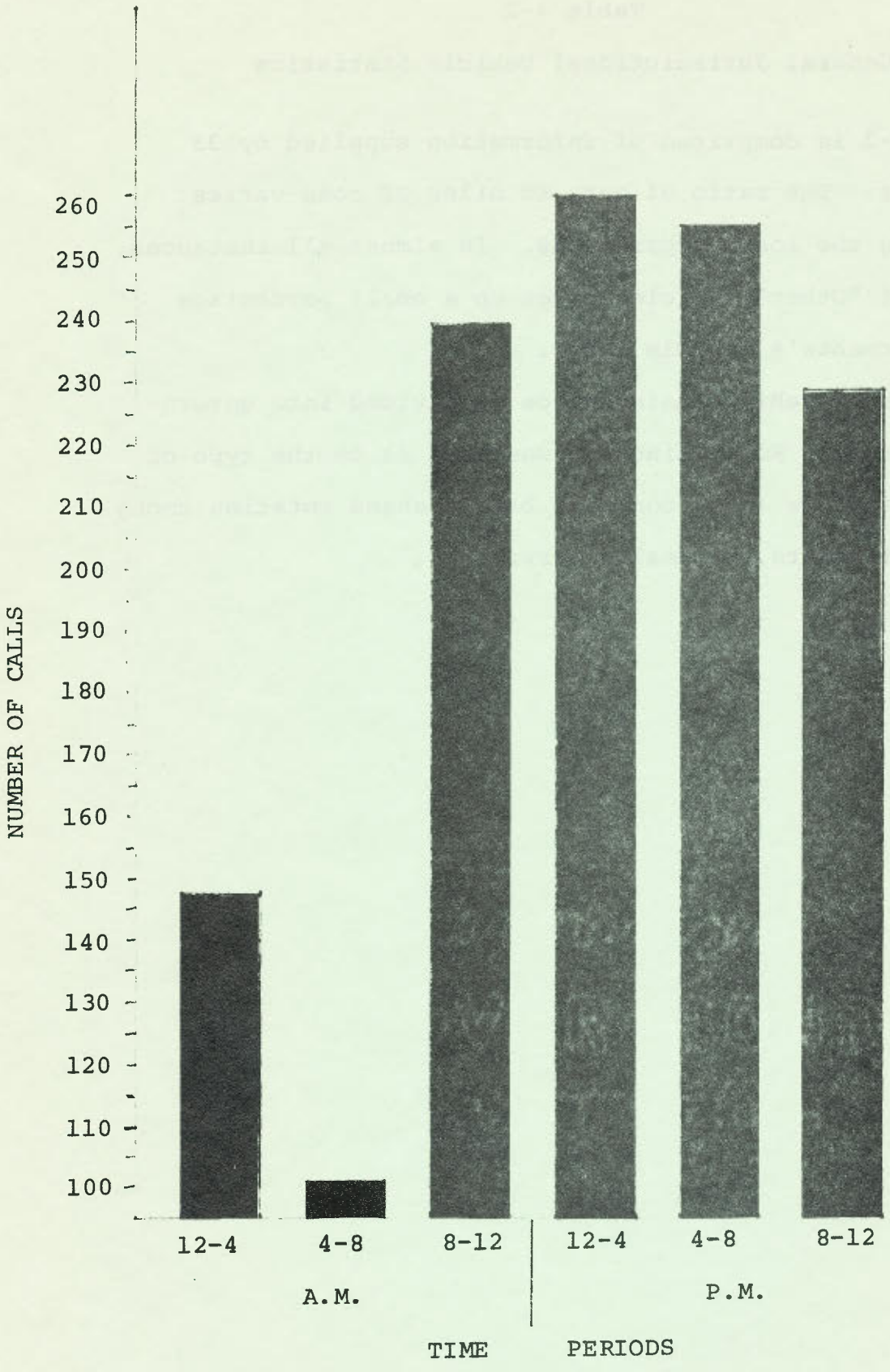
Figure 4-3

Figure 4-4

Volume of Calls

The following graph illustrates call activity information occurring within four-hour time periods over a 24-hour day. Nineteen (19) departments provided information for this figure.

As shown the period of least service demands occurs from 4:00 A.M. to 8:00 A.M. with 12:00 A.M. to 4:00 A.M. also in the low range.



VOLUME OF CALLS

Figure 4-4

Table 4-2

General Jurisdictional Vehicle Statistics

Table 4-2 is comprised of information supplied by 33 jurisdictions. The ratio of cars to miles of road varies greatly among the local departments. In almost all instances, the amount of "Other" vehicles makes up a small percentage of the departments's vehicle force.

The type of vehicle maintenance is divided into government and private. No distinction was made as to the type of private maintenance (e.g. contract bid, planned rotation among local establishments, or dealer service).

	1970
Addison Township	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Berkley	
Miles of Road	57
Total Number of Vehicles (All Types)	8
Number of Patrol Cars (Marked & Unmarked)	6
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Gov't/Private
Beverly Hills	
Miles of Road	120
Total Number of Vehicles (All Types)	8
Number of Patrol Cars (Marked & Unmarked)	6
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	-
Birmingham	
Miles of Road	90
Total Number of Vehicles (All Types)	13
Number of Patrol Cars (Marked & Unmarked)	10
Number of Other Vehicles (Motorcycles, Etc.)	3
Type of Vehicle Maintenance	Gov't
Bloomfield Hills	
Miles of Road	29.6
Total Number of Vehicles (All Types)	5
Number of Patrol Cars (Marked & Unmarked)	5
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2

	1970
Bloomfield Township	
Miles of Road	212
Total Number of Vehicles (All Types)	26
Number of Patrol Cars (Marked & Unmarked)	24
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Gov't
Clarkston	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Clawson	
Miles of Road	40.36
Total Number of Vehicles (All Types)	6
Number of Patrol Cars (Marked & Unmarked)	6
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't
Farmington City	
Miles of Road	30
Total Number of Vehicles (All Types)	11
Number of Patrol Cars (Marked & Unmarked)	7
Number of Other Vehicles (Motorcycles, Etc.)	4
Type of Vehicle Maintenance	Private
Farmington Township	
Miles of Road	-
Total Number of Vehicles (All Types)	18
Number of Patrol Cars (Marked & Unmarked)	17
Number of Other Vehicles (Motorcycles, Etc.)	1
Type of Vehicle Maintenance	-

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
Ferndale	
Miles of Road	83
Total Number of Vehicles (All Types)	14
Total Number of Patrol Cars (Marked & Unmarked)	12
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Gov't
Franklin	
Miles of Road	28
Total Number of Vehicles (All Types)	1
Total Number of Patrol Cars (Marked & Unmarked)	1
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	-
Hazel Park	
Miles of Road	62
Total Number of Vehicles (All Types)	11
Total Number of Patrol Cars (Marked & Unmarked)	10
Number of Other Vehicles (Motorcycles, Etc.)	1
Type of Vehicle Maintenance	Gov't
Holly Village	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Total Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Huntington Woods	
Miles of Road	26
Total Number of Vehicles (All Types)	5
Total Number of Patrol Cars (Marked & Unmarked)	5
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't/Private

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
Keego Harbor	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Lake Orion Village	
Miles of Road	25
Total Number of Vehicles (All Types)	3
Number of Patrol Cars (Marked & Unmarked)	3
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't
Lathrup Village	
Miles of Road	30
Total Number of Vehicles (All Types)	4
Number of Patrol Cars (Marked & Unmarked)	2
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Private
Madison Heights	
Miles of Road	91
Total Number of Vehicles (All Types)	13
Number of Patrol Cars (Marked & Unmarked)	12
Number of Other Vehicles (Motorcycles, Etc.)	1
Type of Vehicle Maintenance	Gov't
Milford Village	
Miles of Road	27
Total Number of Vehicles (All Types)	4
Number of Patrol Cars (Marked & Unmarked)	4
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
Northville	
Miles of Road	23
Total Number of Vehicles (All Types)	3
Number of Patrol Cars (Marked & Unmarked)	2
Number of Other Vehicles (Motorcycles, Etc.)	1
Type of Vehicle Maintenance	Private
Novi City	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Oakland County Sheriff's Department	
Miles of Road	-
Total Number of Vehicles (All Types)	50
Number of Patrol Cars (Marked & Unmarked)	39
Number of Other Vehicles (Motorcycles, Etc.)	11
Type of Vehicle Maintenance	Gov't
Oakland University	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Oak Park	
Miles of Road	85.58
Total Number of Vehicles (All Types)	15
Number of Patrol Cars (Marked & Unmarked)	13
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Gov't

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
Orchard Lake Village	
Miles of Road	18
Total Number of Vehicles (All Types)	3
Number of Patrol Cars (Marked & Unmarked)	3
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't
Oxford Village	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Pleasant Ridge	
Miles of Road	26
Total Number of Vehicles (All Types)	2
Number of Patrol Cars (Marked & Unmarked)	2
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private
Pontiac City	
Miles of Road	229.57
Total Number of Vehicles (All Types)	68
Number of Patrol Cars (Marked & Unmarked)	63
Number of Other Vehicles (Motorcycles, Etc.)	5
Type of Vehicle Maintenance	Gov't
Pontiac Township	
Miles of Road	76
Total Number of Vehicles (All Types)	2
Number of Patrol Cars (Marked & Unmarked)	2
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
Rochester	
Miles of Road	23.16
Total Number of Vehicles (All Types)	3
Number of Patrol Cars (Marked & Unmarked)	3
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't
Royal Oak City	
Miles of Road	227
Total Number of Vehicles (All Types)	25
Number of Patrol Cars (Marked & Unmarked)	23
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Gov't
Royal Oak Township	
Miles of Road	-
Total Number of Vehicles (All Types)	5
Number of Patrol Cars (Marked & Unmarked)	3
Number of Other Vehicles (Motorcycles, Etc.)	2
Type of Vehicle Maintenance	Private
Southfield City	
Miles of Road	237
Total Number of Vehicles (All Types)	40
Number of Patrol Cars (Marked & Unmarked)	37
Number of Other Vehicles (Motorcycles, Etc.)	3
Type of Vehicle Maintenance	Private
South Lyon	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
Sylvan Lake	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
Troy	
Miles of Road	230
Total Number of Vehicles (All Types)	30
Number of Patrol Cars (Marked & Unmarked)	27
Number of Other Vehicles (Motorcycles, Etc.)	3
Type of Vehicle Maintenance	Gov't/Private
Walled Lake	
Miles of Road	13.87
Toital Number of Vehicles (All Types)	3
Number of Patrol Cars (Marked & Unmarked)	3
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private
Waterford Township	
Miles of Road	280
Total Number of Vehicles (All Types)	14
Number of Patrol Cars (Marked & Unmarked)	14
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private
West Bloomfield Township	
Miles of Road	184.38
Total Number of Vehicles (All Types)	7
Number of Patrol Cars (Marked & Unmarked)	7
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private

GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

	1970
White Lake Township	
Miles of Road	147
Total Number of Vehicles (All Types)	2
Number of Patrol Cars (Marked & Unmarked)	2
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Private
Wixom	
Miles of Road	28.68
Total Number of Vehicles (All Types)	3
Number of Patrol Cars (Marked & Unmarked)	3
Number of Other Vehicles (Motorcycles, Etc.)	0
Type of Vehicle Maintenance	Gov't/Private
Wolverine Lake Village	
Miles of Road	-
Total Number of Vehicles (All Types)	-
Number of Patrol Cars (Marked & Unmarked)	-
Number of Other Vehicles (Motorcycles, Etc.)	-
Type of Vehicle Maintenance	-
TOTAL	
Miles of Road	2780.20
Total Number of Vehicles (All Types)	425
Number of Patrol Cars (Marked & Unmarked)	380
Number of Other Vehicles (Motorcycles, Etc.)	45
Type of Vehicle Maintenance	Private (12)
	Gov't (14)
	Gov't/Private (4)

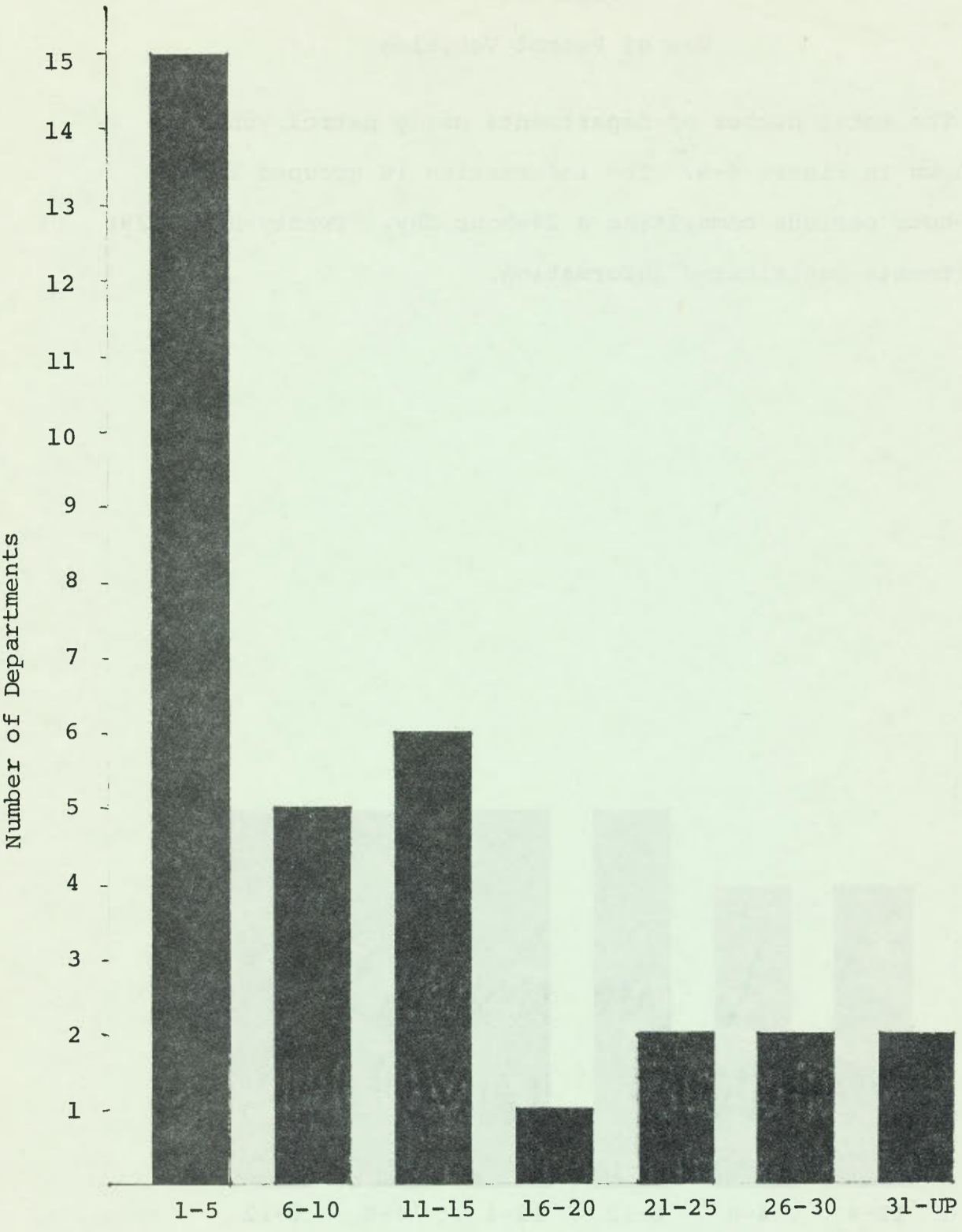
GENERAL JURISDICTIONAL VEHICLE STATISTICS

TABLE 4-2 (CON'T)

Figure 4-5

Total Vehicle Resources

Figure 4-5 illustrates the total number of vehicles (sedans, motorcycles, etc.) maintained by the departments. Thirty-three (33) jurisdictions contributed data for this illustration.



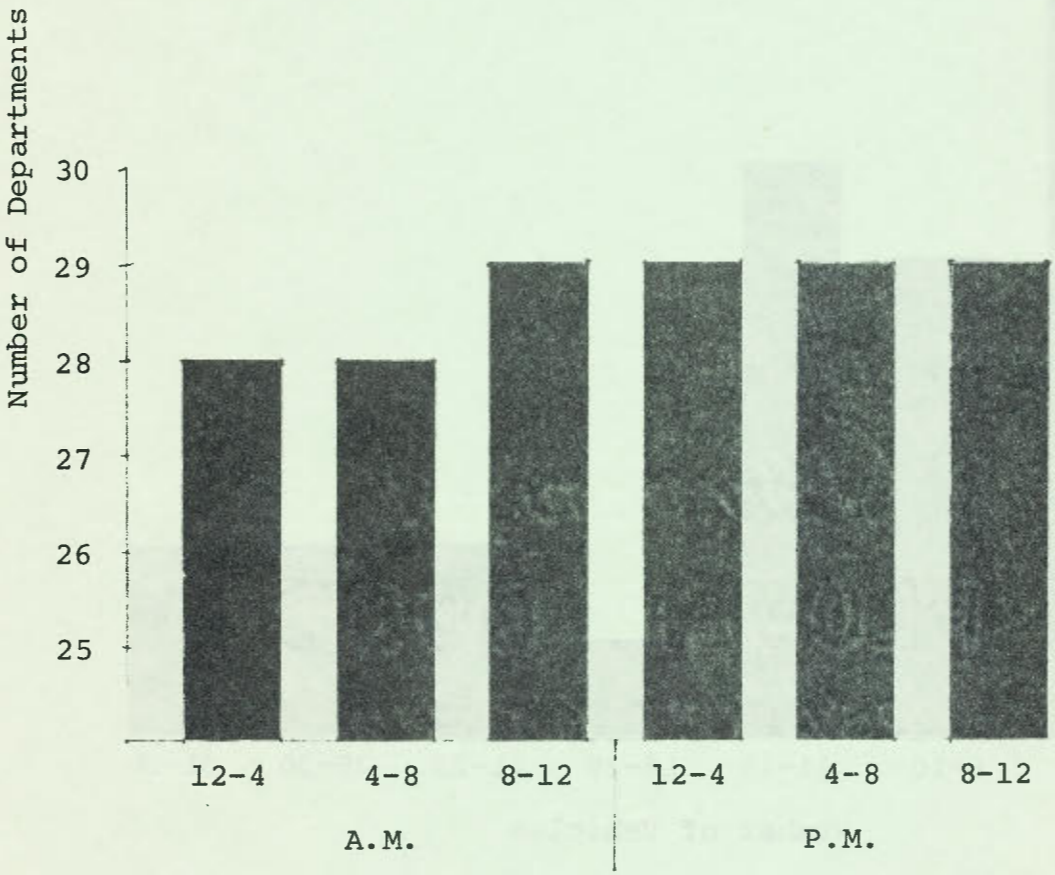
Total Vehicle Resources

Figure 4-5

Figure 4-6

Use of Patrol Vehicles

The total number of departments using patrol vehicles is shown in Figure 4-6. The information is grouped into four-hour periods comprising a 24-hour day. Twenty-nine (29) departments contributed information.



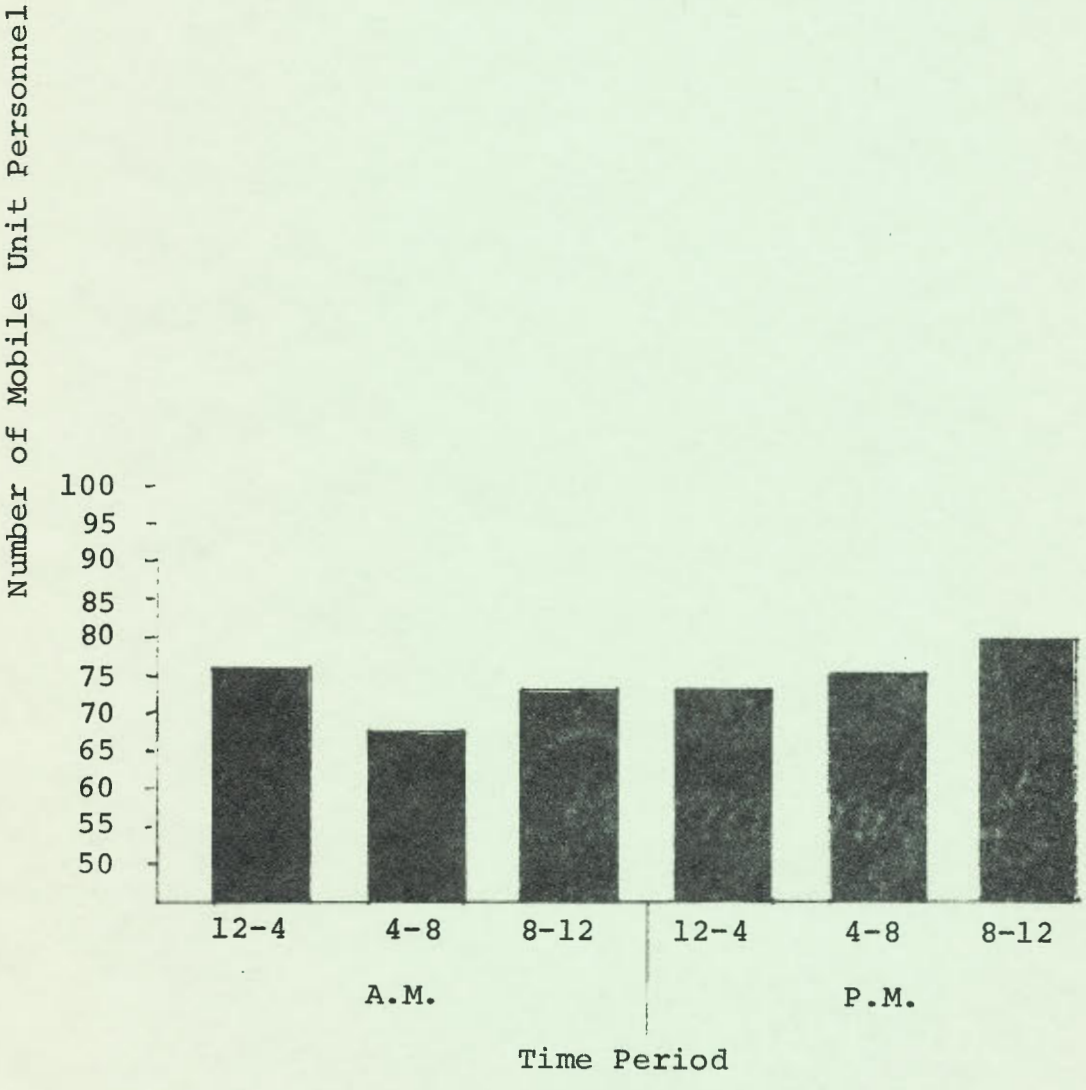
Use of Patrol Vehicles

Figure 4-6

Figure 4-7

Mobile Unit Personnel

Figure 4-7 depicts the amount of manpower involved with the mobile units for the four-hour periods comprising a twenty-four hour day. Sixteen (16) departments provided information for this figure.



Mobile Unit Personnel

Figure 4-7

Table 4-3

Stolen, Recovered and Towed Vehicles

Thirty-three jurisdictions provided information on Vehicle activity for 1960, 1965 and 1970. It is observed that while even the 1970 figures are not entirely complete, the 1965 and 1960 information is extremely sparse. The total provided are based on the totals of the reported figures.

	1960	1965	1970
Addison Township			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Berkley			
Number of Vehicles Stolen	-	-	35
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Beverly Hills			
Number of Vehicles Stolen	-	-	24
Number of Vehicles Recovered	-	-	12
Number of Vehicles Towed	-	-	-
Birmingham			
Number of Vehicles Stolen	20	47	43
Number of Vehicles Recovered	20	28	19
Number of Vehicles Towed	-	-	258
Bloomfield Hills			
Number of Vehicles Stolen	5	7	14
Number of Vehicles Recovered	5	7	7
Number of Vehicles Towed	-	-	-
Bloomfield Township			
Number of Vehicles Stolen	3	42	64
Number of Vehicles Recovered	19	19	-
Number of Vehicles Towed	-	-	-
Clarkston			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-

STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3

	1960	1965	1970
Clawson			
Number of Vehicles Stolen	8	31	20
Number of Vehicles Recovered	3	7	8
Number of Vehicles Towed	5	9	2
Farmington City			
Number of Vehicles Stolen	16	22	17
Number of Vehicles Recovered	-	20	15
Number of Vehicles Towed	-	-	-
Farmington Township			
Number of Vehicles Stolen	-	-	148
Number of Vehicles Recovered	-	-	108
Number of Vehicles Towed	-	-	199
Ferndale			
Number of Vehicles Stolen	59	75	82
Number of Vehicles Recovered	28	33	34
Number of Vehicles Towed	-	-	-
Franklin Village			
Number of Vehicles Stolen	-	-	3
Number of Vehicles Recovered	-	-	1
Number of Vehicles Towed	-	-	-
Hazel Park			
Number of Vehicles Stolen	-	274	145
Number of Vehicles Recovered	-	191	127
Number of Vehicles Towed	-	-	-
Holly Village			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-

STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3 (CON'T)

	1960	1965	1970
Huntington Woods			
Number of Vehicles Stolen	6	4	7
Number of Vehicles Recovered	-	4	2
Number of Vehicles Towed	-	-	1
Keego Harbor			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Lake Orion Village			
Number of Vehicles Stolen	3	5	8
Number of Vehicles Recovered	2	2	4
Number of Vehicles Towed	-	-	-
Lathrup Village			
Number of Vehicles Stolen	-	1	5
Number of Vehicles Recovered	-	1	5
Number of Vehicles Towed	-	27	14
Madison Heights			
Number of Vehicles Stolen	-	-	139
Number of Vehicles Recovered	-	-	139
Number of Vehicles Towed	-	-	1,800
Milford Village			
Number of Vehicles Stolen	-	-	2
Number of Vehicles Recovered	-	-	2
Number of Vehicles Towed	-	-	-
Northville			
Number of Vehicles Stolen	-	-	11
Number of Vehicles Recovered	-	-	7
Number of Vehicles Towed	-	-	-

STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3 (CON'T)

	1960	1965	1970
Novi City			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Oakland County Sheriff's Department			
Number of Vehicles Stolen	-	105	309
Number of Vehicles Recovered	-	42	192
Number of Vehicles Towed	-	-	-
Oakland University			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Oak Park			
Number of Vehicles Stolen	18	-	105
Number of Vehicles Recovered	24	-	27
Number of Vehicles Towed	-	-	-
Orchard Lake Village			
Number of Vehicles Stolen	-	-	2
Number of Vehicles Recovered	-	-	4
Number of Vehicles Towed	-	-	28
Oxford Village			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Pleasant Ridge			
Number of Vehicles Stolen	-	-	1
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-

STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3 (CON'T)

	1960	1965	1970
Pontiac City			
Number of Vehicles Stolen	139	198	581
Number of Vehicles Recovered	178	180	457
Number of Vehicles Towed	-	-	1,440
Pontiac Township			
Number of Vehicles Stolen	-	-	15
Number of Vehicles Recovered	-	-	3
Number of Vehicles Towed	-	-	23
Rochester			
Number of Vehicles Stolen	-	-	15
Number of Vehicles Recovered	-	-	12
Number of Vehicles Towed	-	-	-
Royal Oak City			
Number of Vehicles Stolen	200	223	239
Number of Vehicles Recovered	100	110	102
Number of Vehicles Towed	-	-	-
Royal Oak Township			
Number of Vehicles Stolen	-	-	25
Number of Vehicles Recovered	-	-	30
Number of Vehicles Towed	-	-	-
Southfield City			
Number of Vehicles Stolen	31	-	370
Number of Vehicles Recovered	-	115	-
Number of Vehicles Towed	-	-	-
South Lyon			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-

STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3 (CON'T)

	1960	1965	1970
Sylvan Lake			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Troy			
Number of Vehicles Stolen	14	59	212
Number of Vehicles Recovered	13	-	-
Number of Vehicles Towed	-	-	-
Walled Lake			
Number of Vehicles Stolen	-	8	20
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Waterford Township			
Number of Vehicles Stolen	-	69	173
Number of Vehicles Recovered	-	-	112
Number of Vehicles Towed	-	-	-
West Bloomfield Township			
Number of Vehicles Stolen	-	-	40
Number of Vehicles Recovered	-	-	15
Number of Vehicles Towed	-	-	-
White Lake Township			
Number of Vehicles Stolen	4	10	7
Number of Vehicles Recovered	1	22	8
Number of Vehicles Towed	-	-	-
Wixom			
Number of Vehicles Stolen	1	10	8
Number of Vehicles Recovered	3	10	6
Number of Vehicles Towed	3	2	10

STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3 (CON'T)

	1960	1965	1970
Wolverine Lake Village			
Number of Vehicles Stolen	-	-	-
Number of Vehicles Recovered	-	-	-
Number of Vehicles Towed	-	-	-
Total			
Number of Vehicles Stolen	527	1,190	2,888
Number of Vehicles Recovered	396	791	1,458
Number of Vehicles Towed	8	38	3,775

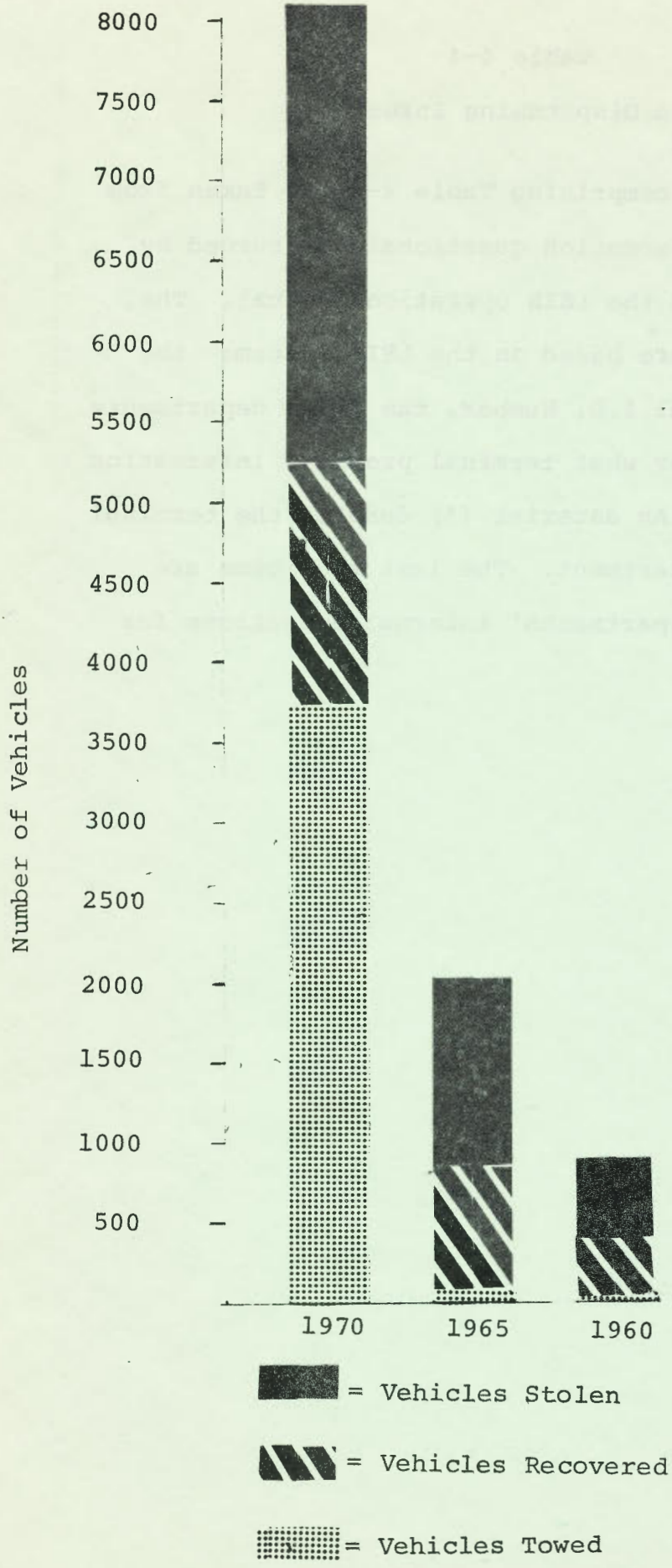
STOLEN, RECOVERED AND TOWED VEHICLES

TABLE 4-3 (CON'T)

Figure 4-8

Stolen, Recovered & Towed Vehicle Statistics

Figure 4-8 provides information on three areas of vehicle data: stolen vehicles (solid on the graph), recovered vehicles (lined on the graph) and towed vehicles (dotted on the graph). The data is for the years 1960, 1965 and 1970. It should be noted that the low figures for 1960 is due greatly to the lack of information provided by the departments, not the lack of criminal or police activity.



Stolen, Recovered & Towed Vehicle Statistics

Figure 4-8

Table 4-4

LEIN and Dispatching Information

The information comprising Table 4-4 was taken from two sources: the information questionaire returned by the jurisdictions and the LEIN Operations Manual. The first three figures are based on the LEIN System: the jurisdictions Terminal I.D. Number, the other departments the terminal serves or what terminal provides information for the department. An asterisk (*) denotes the terminal is located at the department. The last two items are concerned with the departments' internal operations for office dispatching.

	LEIN Terminal I.D.	Serving	Served By	Dispatching For	Dispatching Done By
Addison	-	-	-	-	-
Berkley	*BEPD/251	-	-	-	-
Beverly Hills	*BHPD/255	Lathrup Village	-	Lathrup Village	-
Birmingham	*BIPD/259	-	-	-	-
Bloomfield Hills	OASH/261	-	Sheriff's Dept.	-	-
Bloomfield Township	*BLTP/262	-	-	-	-
Clarkston	OASH/314	-	Sheriff's Dept.	-	-
Clawson	*CLPD/316	-	-	-	-
Farmington City	*FAPD/388	-	-	-	-
Farmington Township	*FATP/389	-	-	-	-
Ferndale	*FEPD/394	-	-	-	-
Franklin	OASH/408	-	Sheriff's Dept.	-	-
Hazel Park	*HZPD/465	-	-	-	-

LEIN AND DISPATCHING INFORMATION

TABLE 4-4

*Has LEIN Terminal

	LEIN Terminal I.D.	Serving	Served By	Dispatching For	Dispatching Done By
Holly Village	OASH/475	-	Sheriff's Dept.	-	-
Huntington Woods	ROPD/487	-	Royal Oak	-	Royal Oak
Keego Harbor	OASH/503	-	Sheriff's Dept.	-	Sheriff's Dept.
Lake Orion Village	OASH/516	-	Sheriff's Dept.	-	-
Lathrup Village	BHPD/521	-	Beverly Hills	-	Beverly Hills
Madison Heights	*MHPD/547	-	-	-	-
Milford Village	OASH/585	-	Sheriff's Dept.	Camp Dearborn, Metro Park, Highland	Sheriff's Dept.
Northville	*NOPD/624	-	-	-	-
Novi City	OASH/627	-	Sheriff's Dept.	-	-

LEIN AND DISPATCHING INFORMATION

TABLE 4-4 (CON'T)

*Has LEIN Terminal

	LEIN Terminal I.D.	Serving	Served By	Dispatching For	Dispatching Done By
Oakland County Sheriff's Dept.	*OASH/163	Bloomfield Hills, Clarkston, Franklin, Holly, Keego Harbor, Kensington Metro Park, Lake Angelus, Lake Orion, Milford, Novi, Orchard Lake, Ortonville, Oxford, Pontiac Twp., Rochester, Sylvan Lake, Walled Lake, White Lake Twp. Wixom, Wolverine Lake	-	Keego Harbor, Lake Angelus, Milford, Orchard Lake, Sylvan Lake, White Lake Twp., Wixom, Wolverine Lake	-
Oakland University	-	-	-	-	-
Oak Park	*OPPD/628	-	-	-	-

LEIN AND DISPATCHING INFORMATION

TABLE 4-4 (CON'T)

*Has LEIN Terminal

	LEIN Terminal I.D.	Serving	Served By	Dispatching For	Dispatching Done By
South Lyon	BRSP/748	-	Brighton M.S.P.	-	-
Sylvan Lake	OASH/773	-	Sheriff's Dept.	-	Sheriff's Dept.
Troy	*TYPD/784	-	-	-	-
Walled Lake	OASH/804	-	Sheriff's Dept.	Wixom P.D.	-
Waterford Township	*WATP/808	-	-	-	-
West Bloomfield Township	*WBTP/815	-	-	-	-
White Lake Township	OASH/821	-	Sheriff's Dept.	-	Sheriff's Dept.
Wixom	OASH/827	-	Sheriff's Dept.	-	Sheriff's Dept., Walled Lake Police
Wolverine Lake Village	OASH/829	-	Sheriff's Dept.	-	Sheriff's Dept.

LEIN AND DISPATCHING INFORMATION

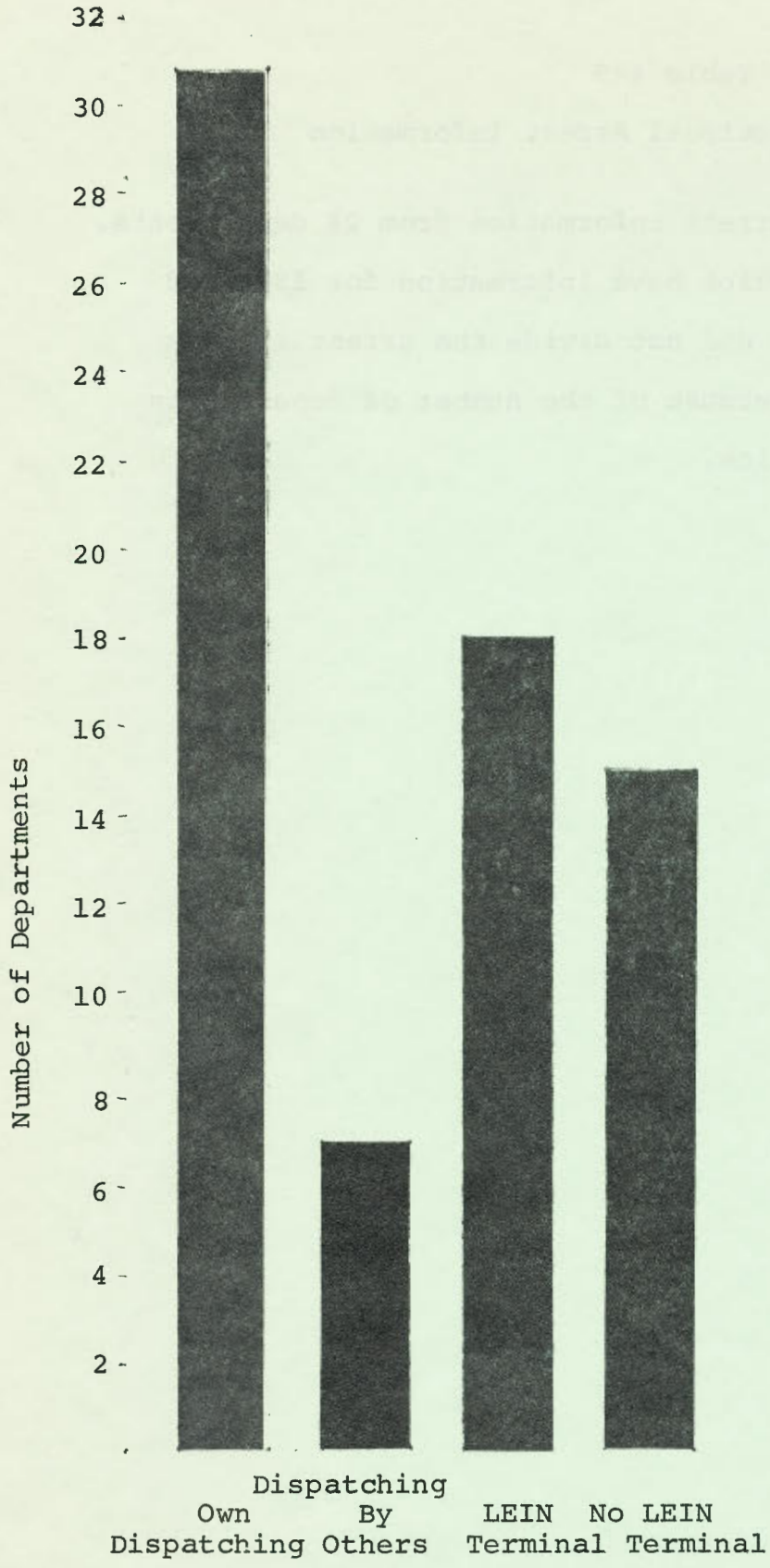
TABLE 4-4 (CON'T)

*Has LEIN Terminal

Figure 4-9

LEIN TERMINAL & DISPATCHING STATISTICS

This graph illustrates dispatching capabilities and whether the departments have a LEIN terminal. The information is for 33 departments. If the department does not have a LEIN terminal or dispatching facilities, the Oakland County Sheriff's Office or an adjacent department provides the service. In several instances a department will use its own facilities part of the time and use other departments services for the remaining period.



LEIN Terminal and Dispatching Statistics

Figure 4-9

Table 4-5

General Jurisdictional Arrest Information

Table 4-5 contains arrest information from 28 departments. Many of the departments which have information for 1970 did not have it for 1965. We did not divide the arrest figures into Adult and Juvenile because of the number of departments which gave no differentation.

	1970	1965
Addison		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Berkley		
Felony & Non-Traffic Misc. Arrests	234	-
Traffic Violation (No Parking)	2,035	-
Other Apprehensions & Detentions	51	-
Beverly Hills		
Felony & Non-Traffic Misc. Arrests	186	-
Traffic Violation (No Parking)	2,250	-
Other Apprehensions & Detentions	710	-
Birmingham		
Felony & Non-Traffic Misc. Arrests	663	507
Traffic Violation (No Parking)	5,206	4,851
Other Apprehensions & Detentions	-	-
Bloomfield Hills		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Bloomfield Township		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Clarkston		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Clawson		
Felony & Non-Traffic Misc. Arrests	507	325
Traffic Violation (No Parking)	-	1,632
Other Apprehensions & Detentions	-	-

GENERAL JURISDICTIONAL ARREST INFORMATION

TABLE 4-5

	1970	1965
Farmington City		
Felony & Non-Traffic Misc. Arrests	643	430
Traffic Violation (No Parking)	246	130
Other Apprehensions & Detentions	-	-
Farmington Township		
Felony & Non-Traffic Misc. Arrests	432	-
Traffic Violation (No Parking)	1,462	2,100
Other Apprehensions & Detentions	-	-
Ferndale		
Felony & Non-Traffic Misc. Arrests	871	646
Traffic Violation (No Parking)	6,454	6,483
Other Apprehensions & Detentions	-	-
Franklin Village		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Hazel Park		
Felony & Non-Traffic Misc. Arrests	1,915	878
Traffic Violation (No Parking)	6,143	2,957
Other Apprehensions & Detentions	-	55
Holly Village		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Huntington Woods		
Felony & Non-Traffic Misc. Arrests	70	91
Traffic Violation (No Parking)	680	449
Other Apprehensions & Detentions	12	9

GENERAL JURISDICTIONAL ARREST INFORMATION

TABLE 4-5 (CON'T)

	1970	1965
Keego Harbor		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Lake Orion Village		
Felony & Non-Traffic Misc. Arrests	298	165
Traffic Violation (No Parking)	887	551
Other Apprehensions & Detentions	42	45
Lathrup Village		
Felony & Non-Traffic Misc. Arrests	41	36
Traffic Violation (No Parking)	1,142	1,059
Other Apprehensions & Detentions	0	3
Madison Heights		
Felony & Non-Traffic Misc. Arrests	927	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Milford Village		
Felony & Non-Traffic Misc. Arrests	176	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Northville		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Novi City		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Oakland County Sheriff's Department		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-

GENERAL JURISDICTIONAL ARREST INFORMATION

TABLE 4-5 (CON'T)

	1970	1965
Oakland University		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Oak Park		
Felony & Non-Traffic Misc. Arrests	864	477
Traffic Violation (No Parking)	5637	148
Other Apprehensions & Detentions	42	179
Orchard Lake Village		
Felony & Non-Traffic Misc. Arrests	190	-
Traffic Violation (No Parking)	1,106	-
Other Apprehensions & Detentions	30	-
Oxford Village		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Pleasant Ridge		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	527	-
Other Apprehensions & Detentions	-	-
Pontiac City		
Felony & Non-Traffic Misc. Arrests	4,000	3,179
Traffic Violation (No Parking)	29,981	28,764
Other Apprehensions & Detentions	627	382
Pontiac Township		
Felony & Non-Traffic Misc. Arrests	30	-
Traffic Violation (No Parking)	1	-
Other Apprehensions & Detentions	37	-

GENERAL JURISDICTIONAL ARREST INFORMATION

TABLE 4-5 (CON'T)

	1970	1965
Rochester		
Felony & Non-Traffic Misc. Arrests	1	-
Traffic Violation (No Parking)	18	-
Other Apprehensions & Detentions	6	-
Royal Oak City		
Felony & Non-Traffic Misc. Arrests	2,065	2,116
Traffic Violation (No Parking)	10,734	-
Other Apprehensions & Detentions	100	-
Royal Oak Township		
Felony & Non-Traffic Misc. Arrests	431	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Southfield City		
Felony & Non-Traffic Misc. Arrests	1,408	514
Traffic Violation (No Parking)	15,434	6,379
Other Apprehensions & Detentions	336	313
South Lyon		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Sylvan Lake		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Troy		
Felony & Non-Traffic Misc. Arrests	1,869	661
Traffic Violation (No Parking)	9,615	4,214
Other Apprehensions & Detentions	-	-

GENERAL JURISDICTIONAL ARREST INFORMATION

TABLE 4-5 (CON'T)

	1970	1965
Walled Lake		
Felony & Non-Traffic Misc. Arrests	63	261
Traffic Violation (No Parking)	391	1,076
Other Apprehensions & Detentions	99	129
Waterford Township		
Felony & Non-Traffic Misc. Arrests	1,660	1,064
Traffic Violation (No Parking)	2,123	2,432
Other Apprehensions & Detentions	-	-
West Bloomfield Township		
Felony & Non-Traffic Misc. Arrests	547	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
White Lake Township		
Felony & Non-Traffic Misc. Arrests	76	85
Traffic Violation (No Parking)	14	25
Other Apprehensions & Detentions	-	-
Wixom		
Felony & Non-Traffic Misc. Arrests	58	4
Traffic Violation (No Parking)	596	-
Other Apprehensions & Detentions	-	-
Wolverine Lake Village		
Felony & Non-Traffic Misc. Arrests	-	-
Traffic Violation (No Parking)	-	-
Other Apprehensions & Detentions	-	-
Totals		
Felony & Non-Traffic Misc. Arrests	20,225	11,439
Traffic Violation (No Parking)	81,690	56,981
Other Apprehensions & Detentions	2,092	1,115

GENERAL JURISDICTIONAL ARREST INFORMATION

TABLE 4-5 (CON'T)

Table 4-6

General Jurisdictional File Rating Statistics

This table depicts the importance assigned to various files by the departments. The ratings ranging from 1 (most important) to 12 (least important) were provided by 21 departments. The numbers contained within the table are the number of departments giving the rating for the particular file.

Other files mentioned were: Complaint, Payroll, Modus Operandi, Management Information, Daily Reports, Check File, Investigation and Arrests.

GENERAL JURISDICTIONAL FILE RATING STATISTICS

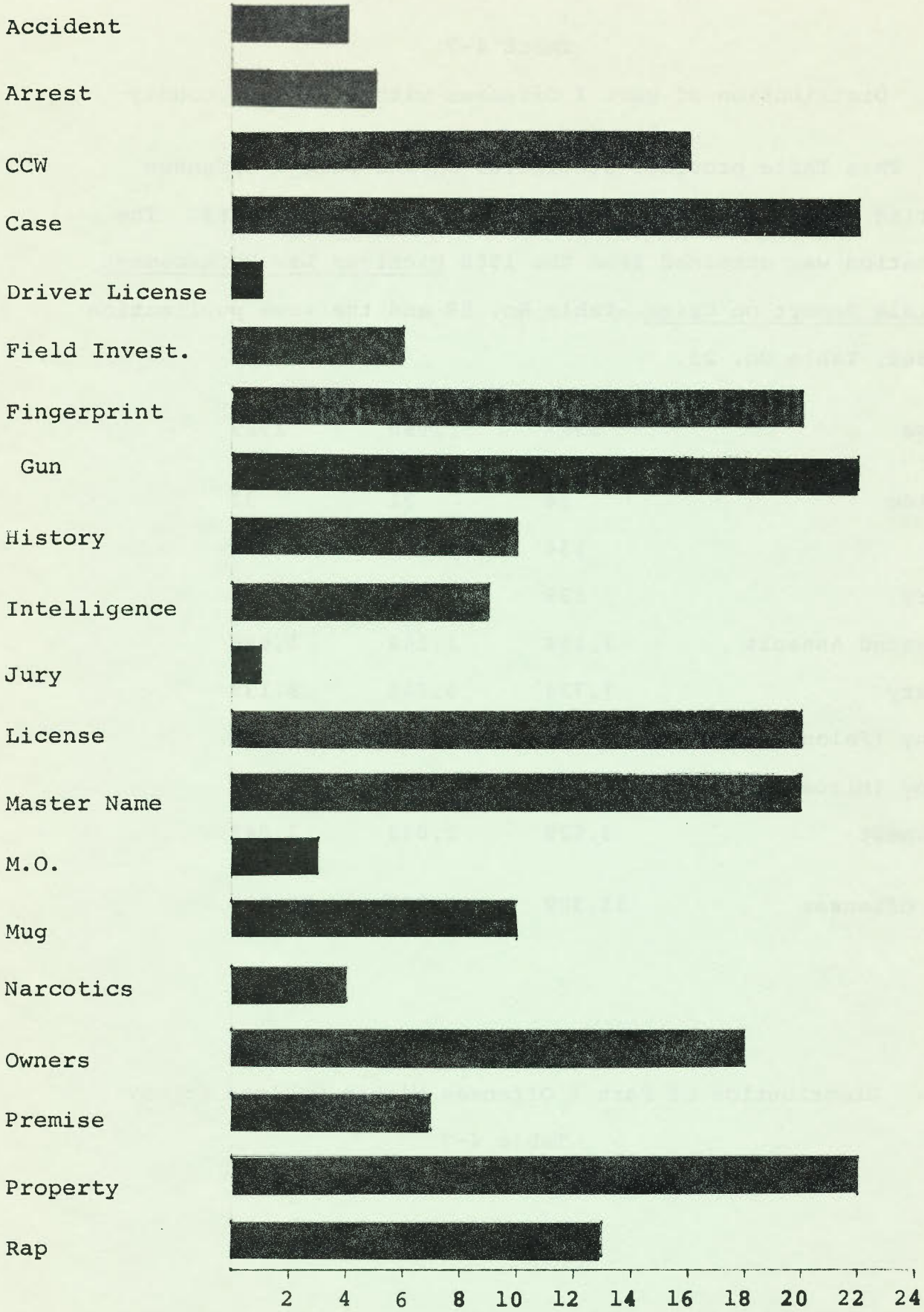
TABLE 4-6

FILE NAME	RATING SCALE (NUMBER OF DEPARTMENTS)											
	1	2	3	4	5	6	7	8	9	10	11	12
Stolen Vehicles	1	11	2	3	2	2	0	0	0	0	0	0
Stolen Property	1	0	11	2	3	1	0	3	0	0	0	0
Criminal History	1	1	3	5	3	1	3	1	0	3	0	0
Wants & Warrants	14	3	2	1	0	0	1	0	0	0	0	0
Known Criminals	0	3	0	5	3	4	1	2	2	0	1	0
Towed, Repos. & Stored Veh.	0	0	0	0	3	1	3	4	2	5	2	1
Criminal I.D.	3	2	2	3	4	5	1	0	1	0	0	0
Gun Register	0	0	0	0	1	2	5	3	3	2	4	1
Persons on Bail	0	1	0	0	1	0	1	2	5	5	4	2
Persons In Jail/Custody	1	0	1	1	1	1	4	5	2	2	3	0
Parolees/Probationers	0	0	0	1	0	3	2	1	3	3	5	3
Parking Tickets	0	0	0	0	0	1	0	0	3	1	2	14

Figure 4-10

File Maintenance

This graph depicts various files maintained by the 31 departments providing data. The names of the files have been made general in nature due to use and terminology differences among the departments. For example the property file, shown on the figure includes stolen property, recovered property, bicycles, and acquired property. The License File shown includes taxi, alcohol, solicitor, coin operated machines, school bus drivers, bar owners, dog and boats. Modus operandi, sex crimes, breaking and entering and holdup files have been placed in the M.O. File category on the figure.



File Maintenance

Figure 4-10

TABLE 4-7

Distribution of Part I Offenses within Oakland County

This Table provides statistics on the Part I Offenses occurring within Oakland County for 1967, 1968, and 1969. The information was obtained from the 1968 Michigan Law Enforcement Officials Report on Crime, Table No. 58 and the same publication for 1969, Table No. 23.

Offense	1967	1968	1969
Homicide	34	21	32
Rape	134	100	169
Robbery	539	442	782
Aggravated Assault	1,154	1,168	1,686
Burglary	7,734	6,714	9,133
Larceny (Felony)	7,122	6,350	9,623
Larceny (Miscellaneous)	13,063	10,880	14,263
Auto Theft	3,529	2,058	3,049
Total Offenses	33,309	27,733	38,737

Distribution of Part I Offenses Within Oakland County

Table 4-7

Table 4-8

Arrests in Oakland County by Age

Table 4-8 contains information concerning Arrest in Oakland County for several age groups. The data covers 1967, 1968 and 1969. The source of information was the 1968 (Table No. 59) and 1969 (Table No. 24) Michigan Law Enforcement Officials Report on Crime.

	10-16	17-21	22 and up	Total
1967	7,040	5,804	7,954	20,798
1968	6,666	5,172	7,327	19,165
1969	8,306	6,487	9,889	24,682

Arrest in Oakland County by Age

Table 4-8

Table 4-9

Part I Offenses Cleared by Arrests in Oakland County

The information in Table 4-9 contains offense, arrest and percent cleared by arrest data for 1967, 1968 and 1969. The statistics presented include acts of larceny under $100 and other assaults. The information was obtained from Table No. 60 of the 1968 Michigan Law Enforcement Officials Report on Crime, and Table No. 25 of the 1969 document.

	No. Offenses	No. Arrests	% Cleared By Arrest
1967	36,819	7,193	19.5
1968	31,312	7,677	24.5
1969	43,246	9,330	21.6

Part I* Offenses Cleared by Arrests in Oakland County

*Includes Larceny Under $100.00 and Other Assaults

Table 4-9

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Arrest in Oakland County by Age

Table 4-8

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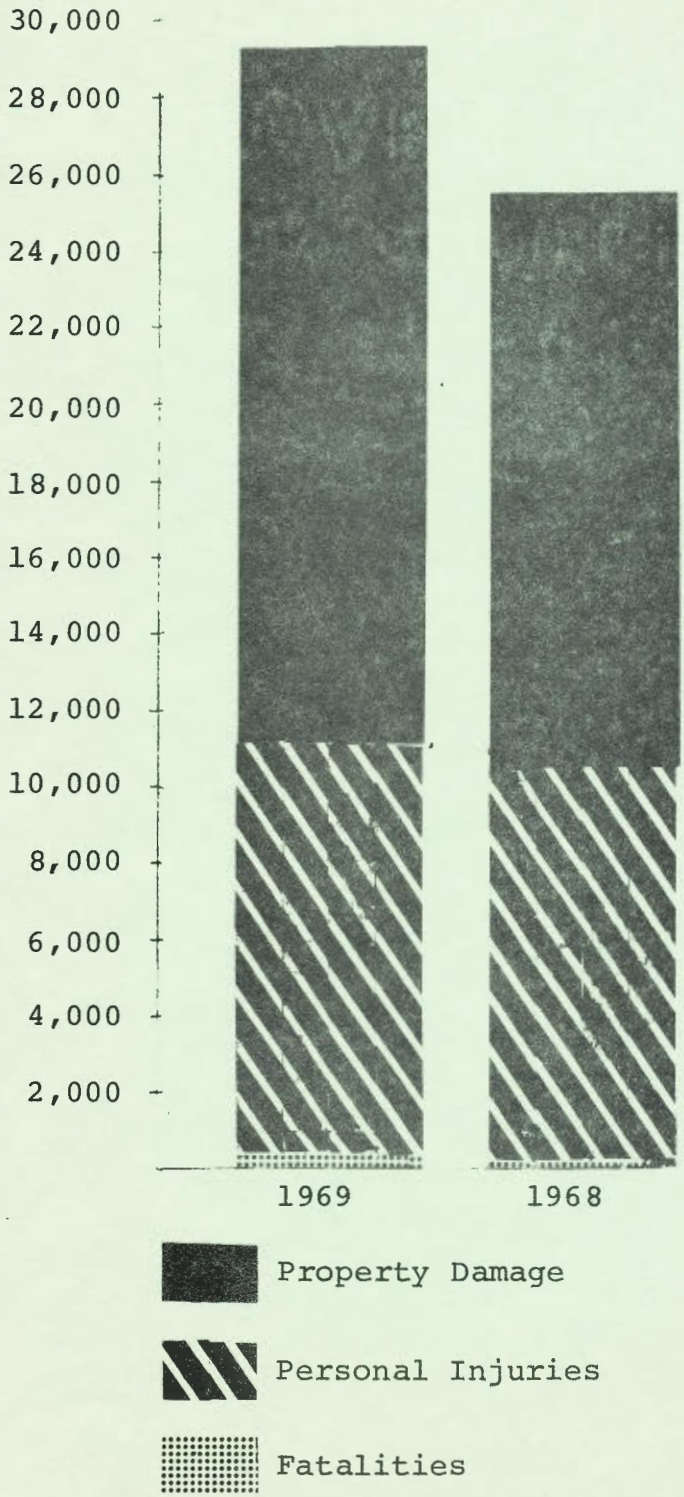
Part I* Offenses Cleared by Arrests in Oakland County

*Includes Larceny Under $100.00 and Other Assaults

Table 4-9

Accident Statistics

Figure 4-11 is concerned with accident information for 1968 and 1969. The data for 1970 is incomplete. The source of information is the Traffic Improvement Association. The accidents are grouped into fatalities (dotted areas), personal injury (lined areas) and property damage (solid areas).



Accident Statistics
Figure 4-11

4.3 GENERAL SURVEY ANALYSIS

Personal interviews were conducted with Chiefs of Police or their representatives of 31 police agencies in and around the County of Oakland during the data collection phase of this study. The general impressions made as a result of these interviews are presented herein.

Many of the interviewers seem to see a definite need for improving the exchange of information between law enforcement agencies throughout the county. There is, however, a definite lack of significant interest in CLEMIS by the law enforcement agencies in total. A general inference was made by the interviewers that this lack of enthusiasm for CLEMIS is due to a communications gap between the county data processing staff and local police administrators. It was the general feeling of many administrators interviewed that CLEMIS could not fulfill its potential without stronger communication lines established between them and the county.

With a few exceptions, a definite lack of proper record keeping was found among the agencies. Many agencies had applied very little control over maintaining an accurate record of called-for services. Many dispatch logs are being maintained, but entries are often made only after the request for police service is verified as requiring formal complaint documentation. This verification, for the most part, is being left to the discretion of the police officers in the field.

Calls for service requiring a police response are therefore not accurately being recorded. Many of the police administrators

interviewed failed to see the need for accounting for these calls or tabulating them on a regular basis.

Perhaps the most troublesome area in obtaining information from police officials was quantitative data on activities in terms of increments of time throughout the day and the week. Peak hour and peak day of specific activities was something the officials knew intuitively by experience rather than statistical verification through good record keeping procedures.

The activity of police officers in the field is not being accurately tabulated by most departments. Formal activity such as complaints, arrest and vehicle crashes are being accounted for in accumulative totals. However, these activities are not always identified with the officer, time or area of occurrence. Because of this many of the agencies do not have an accurate view of their workload.

Very few of the agencies are properly filing their warrants and documentation pertaining to "attempts to serve" and the type of warrant. There is very little attempt to separate misdemeanor and felony warrants. In many cases little differentiation was made between parking violation warrants and hazardous moving violation warrants.

Criminal history files maintained by the various agencies were filed and recorded in a variety of ways. Very few departments kept all records of an offender's criminal history in a centralized file. One department interviewed kept a rap sheet and fingerprint card filed with supplemental investigative reports. Surprisingly, photographs of arrestees (mug shots) are maintained by a majority of agencies within the county.

In most cases, regardless of the technique, criminal history information was available, but not necessarily in the most convenient or accessible form. Court dispositions are generally difficult to obtain or extremely late and hence criminal records are incomplete and inaccurate.

Document control or case accounting methods were almost non-existent in the records systems viewed. There was very little administrative control over an accurate accounting of manpower activity. Complaints and offense reports were accounted for on pre-numbered forms, but the assignment of these incidents were usually at the discretion of the officers in the field.

In general the agencies visited had good facilities with two exceptions; Royal Oak Township and Berkley Police Department.

The law enforcement agencies' use of LEIN was not discernible in the results of the questionnaire or the interviews conducted. Some departments did maintain documentation on LEIN useage input, hits, cancellations, queries, etc. but not in most cases. However, the available documented information was not utilized for administrative purposes. Consequently, portions of the questionnaire dealing with the value and use of LEIN resulted in no determination concerning this system.

Radio activity of the police was difficult to determine due to the lack of record keeping. Radio traffic could not therefore be specifically discerned as to its useage from a quantative point of view. Even though most departments did maintain radio logs, they were kept for checking on officers and called-for services by the dispatcher and not for administra-

tive or reporting purposes.

Most of the departments had the radio capability to monitor surrounding community frequencies, which include the Michigan State Police, Oakland County Sheriff, Detroit Police Department, and others. However, even though this capability is available, it is not utilized. Many administrators attribute this to a "lack of manpower". This severely cripples law enforcement because of the mobile criminal who comes from the inner city, executes a crime in the suburbs and escapes to the city (and conversely). Cities bordering Detroit need to maintain constant monitoring in order to be effective in the apprehension process.

The most frequently mentioned file needed by Chiefs of Police was a modus operandi file. Because of the dense population and mobility throughout the county, most administrators feel this file to be important in enhancing their department's investigative methods and increasing their clearance rates. Other files are mentioned in Section 4.2.

Perhaps the most important element missing in most of the agencies visited was the lack of a management reporting capability; reports that analyze information and portray it in such a manner that administrative personnel can make sound decisions.

It is clear to the project team that the law enforcement community in Oakland County lacks necessary information. It is our firm conviction that CLEMIS can supply this data.

4.4 OPERATIONAL COSTS FOR RECORD MAINTENANCE

A large amount of service provided by CLEMIS will be involved in the record maintenance process. This will include the creation, modification and deletion of information stored in the system.

In order to obtain cost information pertaining to the record maintenance currently being performed at each jurisdiction, a questionnaire (see Appendix H) was sent to each of the forty-four (44) departments. Twelve (12) departments returned the questionnaires and the following pages in this section depict the requested information.

Most of the information is presented based on the size of the department. Some of the information is misleading; for example a department located in a new facility will have a higher cost per square foot than one situated in an older facility.

EXPENDITURE ON TYPE-WRITERS FOR RECORD MAINTENANCE

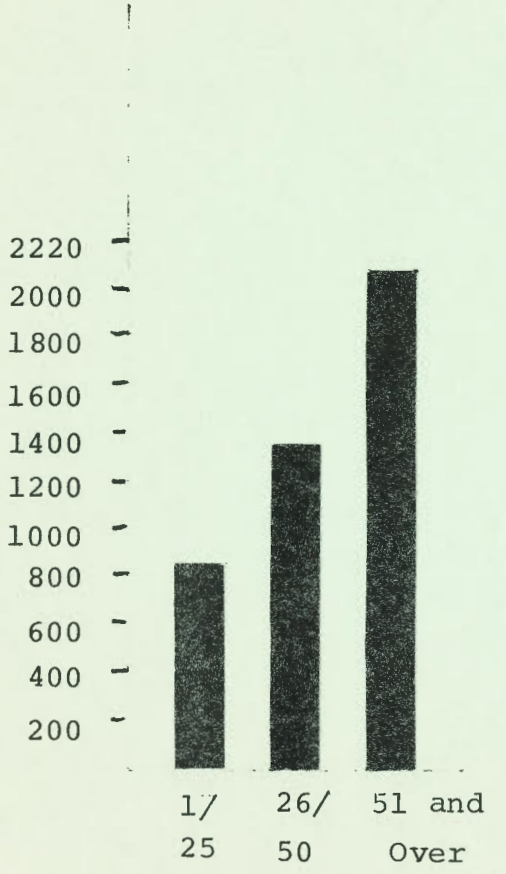


Figure 4-12

EXPENDITURE ON OTHER EQUIPMENT FOR RECORD MAINTENANCE

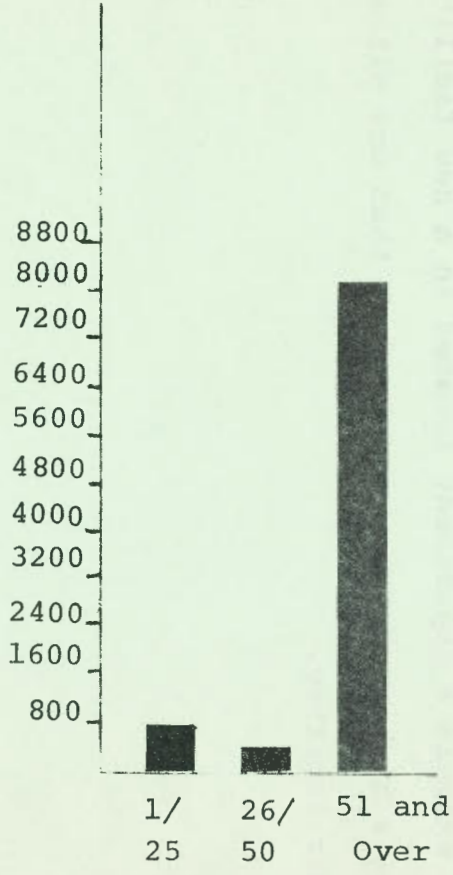


Figure 4-13

MONTHLY COST OF SUPPLIES FOR RECORD MAINTENANCE

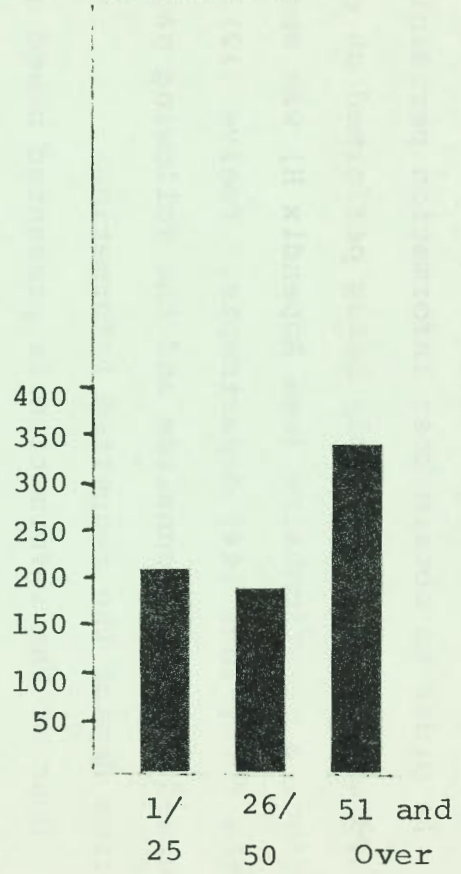


Figure 4-14

OFFICER HOURS PER MONTH FOR RECORD MAINTENANCE

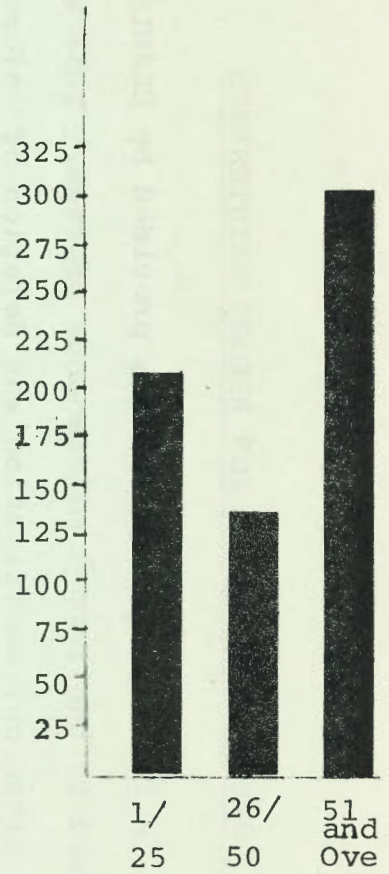


Figure 4-15

Number of Full-Time Employees in Record Activity

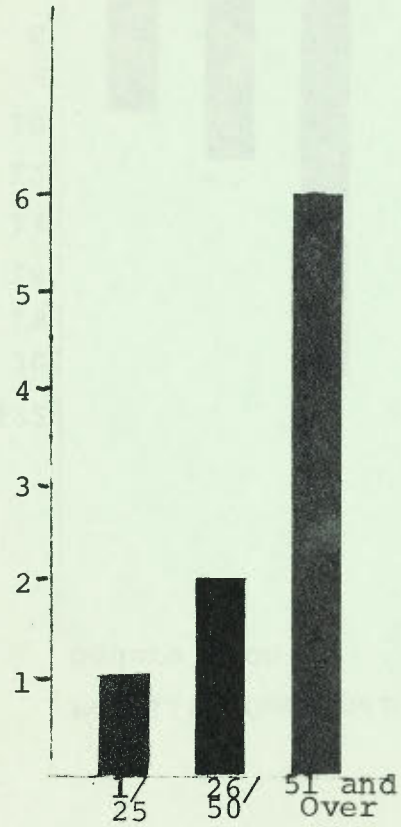


Figure 4-16

Size of Department

Number of Part-Time Employees in Record Activity

Figure 4-17

Size of Department

Amount of Full-Time Wages per Month for Record Activity

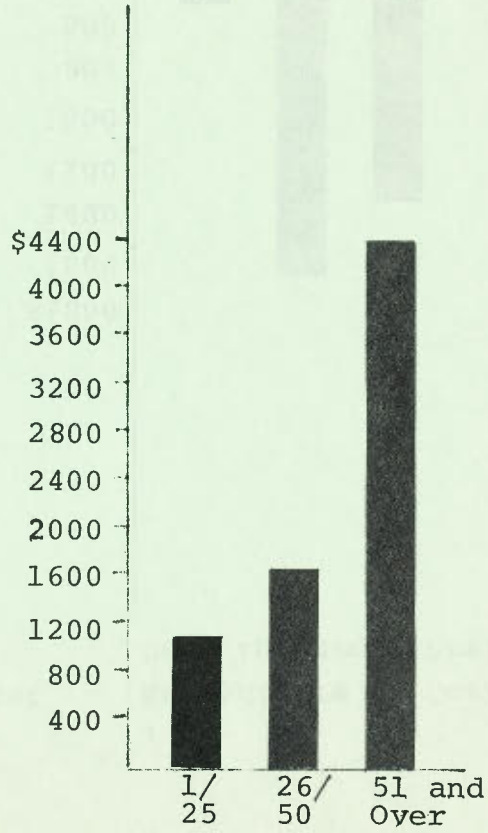


Figure 4-18

Size of Department

Amount of Part-Time Wages per Month for Record Activity

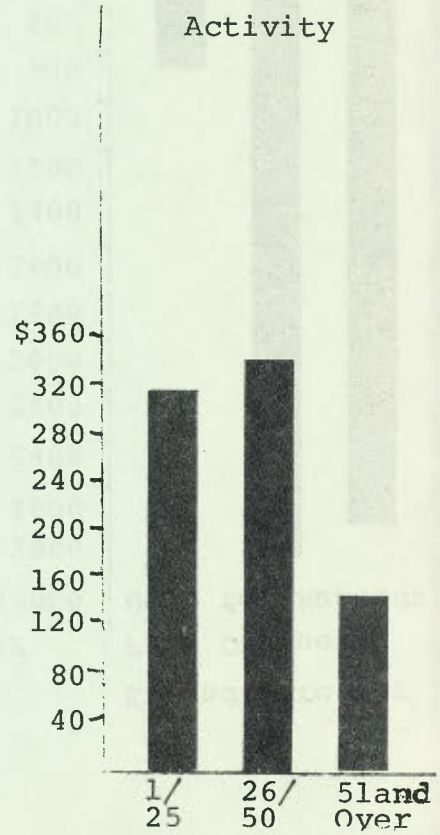


Figure 4-19

Size of Department

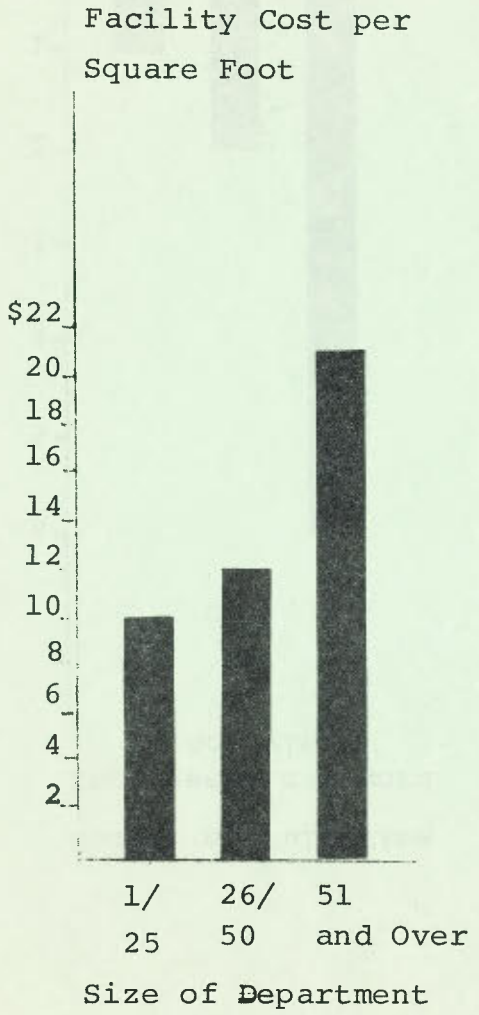


Figure 4-20

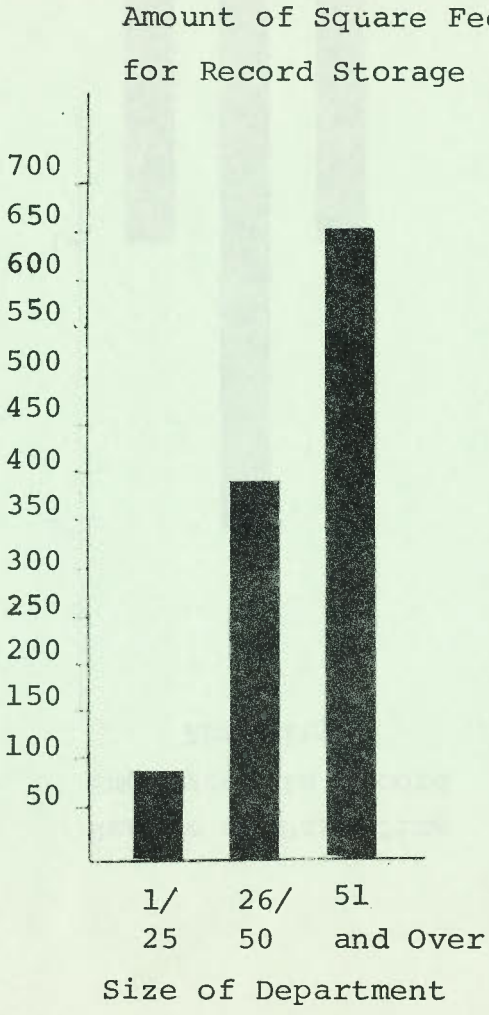


Figure 4-21

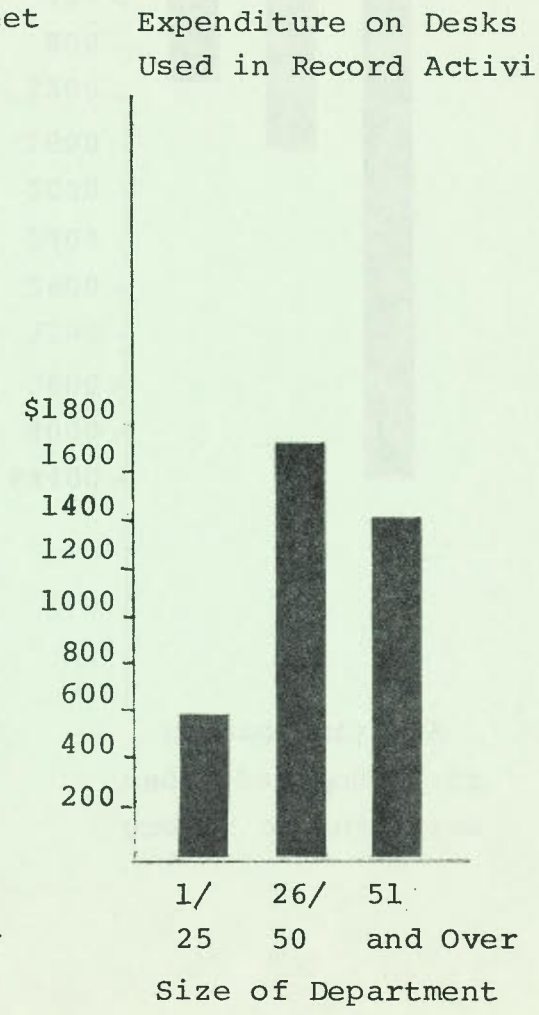


Figure 4-22

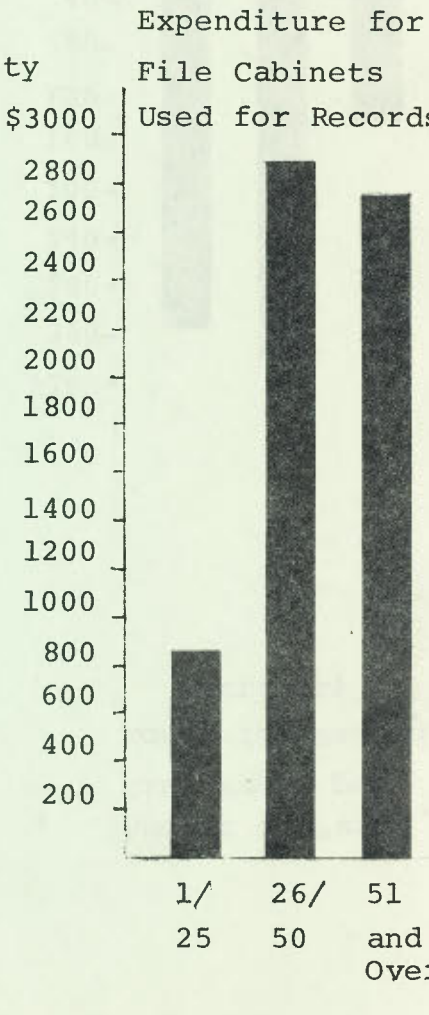


Figure 4-23

GROSS TOTALS OF RETURNED COST QUESTIONNAIRES

I. One time costs of facility

A. Cost per square foot of building 138.75

B. Amount of square feet used for records 4718

II. Expenditures to date for equipment

A. Desks 17517.16

B. Filing Cabinets 25908.21

C. Security Vaults

D. Fireproofing Materials and Preparation

E. Fire Prevention Materials

F. Typewriters 17818.00

G. Other equipment 44750.58

III. Average monthly expenditure on supplies which include:

A. Forms 3104.00

B. Paper

C. Miscellaneous supplies (Pencils, etc.)

D. Interdepartment telephone calls

IV. Personnel involved in record keeping

	Number	Total Monthly Wag
Full Time	47	30581.42
Part Time	12	2150.00

Patrol Officers, for departments, average monthly hours spent for record keeping (recording or maintenance) 2755

Table 4-10

MEAN TOTALS OF RETURNED COST QUESTIONNAIRES

I. One time costs of facility

A. Cost per square foot of building	11.56
B. Amount of square feet used for records	393.16

II. Expenditures to date for equipment

A. Desks	1209.76
B. Filing Cabinets	2159.01
C. Security Vaults	
D. Fireproofing Materials and Preparation	
E. Fire Prevention Materials	
F. Typewriters	1484.83
G. Other equipment	

III. Average monthly expenditure on supplies which include:

A. Forms	258.66
B. Paper	
C. Miscellaneous supplies (Pencils, etc.)	
D. Interdepartment telephone calls	

IV. Personnel involved in record keeping

	Number	Total Monthly Wa
Full Time	4	2548.45
Part Time	1	179.16

Patrol Officers, for departments, average monthly hours spent for record keeping (recording or maintenance) 229.58

Table 4-11

MEDIAN TOTALS OF RETURNED COST QUESTIONNAIRES

I.	One time costs of facility	
	A. Cost per square foot of building	$14.50
	B. Amount of square feet used for records	174
II.	Expenditures to date for equipment	
	A. Desks	614.00
	B. Filing Cabinets	1937.00
	C. Security Vaults	
	D. Fireproofing Materials and Preparation	
	E. Fire Prevention Materials	
	F. Typewriters	1000.00
	G. Other equipment	338.50
III.	Average monthly expenditure on supplies which include:	
	A. Forms	162.00
	B. Paper	
	C. Miscellaneous supplies (Pencils, etc.)	
	D. Interdepartment telephone calls	

IV. Personnel involved in record keeping

	Number	Total Monthly Wage
Full Time	3	1607.00
Part Time	0	0

Patrol Officers, for departments, average monthly hours spent for record keeping (recording or maintenance) 105

Table 4-12

MEAN TOTALS FOR DEPARTMENTS OF 1-25 OFFICERS

I. One time costs of facility

A.	Cost per square foot of building	10.00
B.	Amount of square feet used for records	74.50

II. Expenditures to date for equipment

A.	Desks	581.25
B.	Filing Cabinets	859.50
C.	Security Vaults	
D.	Fireproofing Materials and Preparation	
E.	Fire Prevention Materials	
F.	Typewriters	843.75
G.	Other equipment	747.50

III. Average monthly expenditure on supplies which include:

A.	Forms	207.50
B.	Paper	
C.	Miscellaneous supplies (Pencils, etc.)	
D.	Interdepartment telephone calls	

IV. Personnel involved in record keeping

	Number	Total Monthly Wa
Full Time	2	1066.25
Part Time	1	315.00

Patrol Officers, for departments, average monthly hours spent for record keeping (recording or maintenance) 207.50

Table 4-13

MEAN TOTALS FOR DEPARTMENTS OF 26-50 OFFICERS

I. One time costs of facility

A. Cost per square foot of building 12.00

B. Amount of square feet used for records 382.66

II. Expenditures to date for equipment

A. Desks 1717.72

B. Filing Cabinets 2882.23

C. Security Vaults

D. Fireproofing Materials and Preparation

E. Fire Prevention Materials

F. Typewriters 1350.00

G. Other equipment 372.86

III. Average monthly expenditure on supplies which include:

A. Forms 190.66

B. Paper

C. Miscellaneous supplies (Pencils, etc.)

D. Interdepartment telephone calls

IV. Personnel involved in record keeping

	Number	Total Monthly Wag
Full Time	3	1639.33
Part Time	2	340.00

Patrol Officers, for departments, average monthly hours spent for record keeping (recording or maintenance) 136.66

Table 4-14

MEAN TOTALS FOR DEPARTMENT OF 51 OR MORE OFFICERS

I.	One time costs of facility	
	A. Cost per square foot of building	21.10
	B. Amount of square feet used for records	653.60
II.	Expenditures to date for equipment	
	A. Desks	1407.80
	B. Filing Cabinets	2764.60
	C. Security Vaults	
	D. Fireproofing Materials and Preparation	
	E. Fire Prevention Materials	
	F. Typewriters	2078.60
	G. Other equipment	8128.40
III.	Average monthly expenditure on supplies which include:	
	A. Forms	340.00
	B. Paper	
	C. Miscellaneous supplies (Pencils, etc.)	
	D. Interdepartment telephone calls	

IV. Personnel involved in record keeping

	Number	Total Monthly Wa
Full Time	6	4382.28
Part Time	1	144.00

Patrol Officers, for departments, average monthly hours spent for record keeping (recording or maintenance) 303.00

Table 4-15

SECTION 5
EXISTING SYSTEMS

5.1 INTRODUCTION

This section defines automated law enforcement oriented systems which currently exist in and around Oakland County. The effort to document these systems was undertaken for several reasons, including:

- -To ensure that current capabilities are not duplicated within CLEMIS
- -To determine which capabilities should be adopted by CLEMIS
- -To ascertain with which systems CLEMIS could and should interface, and the methodology that could be utilized

Systems that currently exist within Oakland County were identified as:

- -Law Enforcement Statistical System (LESS)
- -Traffic Data Center (TDC)
- -City of Oak Park

Systems that currently exist outside of Oakland County were identified as:

- -Law Enforcement Information Network (LEIN)
- -Detroit Electronic Computer and Teleprocessing System (DETECTS)
- -National Crime Information Center (NCIC)
- -Law Enforcement Assistance Data System (LEADS)
- -Michigan Accident Location Index (MALI)

The above list obviously does not include all automated law enforcement systems which might prove applicable to Oakland County. During the second part of Phase I, the Systems Design, one of the tasks will be to identify systems in existence elsewhere in the country which contain capabilities specified within this Requirements Analysis report. The emphasis of the current analysis was to determine the basic required capabilities of CLEMIS, not to specify the techniques to be used to satisfy these required capabilities.

As additional jurisdictions around Oakland County develop systems similar to CLEMIS, liaison should be maintained to determine the desirability and feasibility of establishing interfaces. While LEIN provides a state-wide exchange of information, adjacent jurisdictions may determine the necessity of establishing direct interfaces for the exchange of locally maintained information.

Several systems are currently undergoing development, planning and/or major modifications. Among these are the Michigan Criminal Justice Information System (CJIS), LEIN, NCIC (with the inclusion of criminal history files) and Macomb County. Until firm specifications of these systems are available meaningful decisions cannot be made as to the ultimate interface configuration of CLEMIS. The recommendations as to the initial interfaces are contained throughout the remaining sections of this document.

5.2 INTRA-COUNTY SYSTEMS

This section describes the three automated law enforcement systems identified as currently existing within Oakland County:

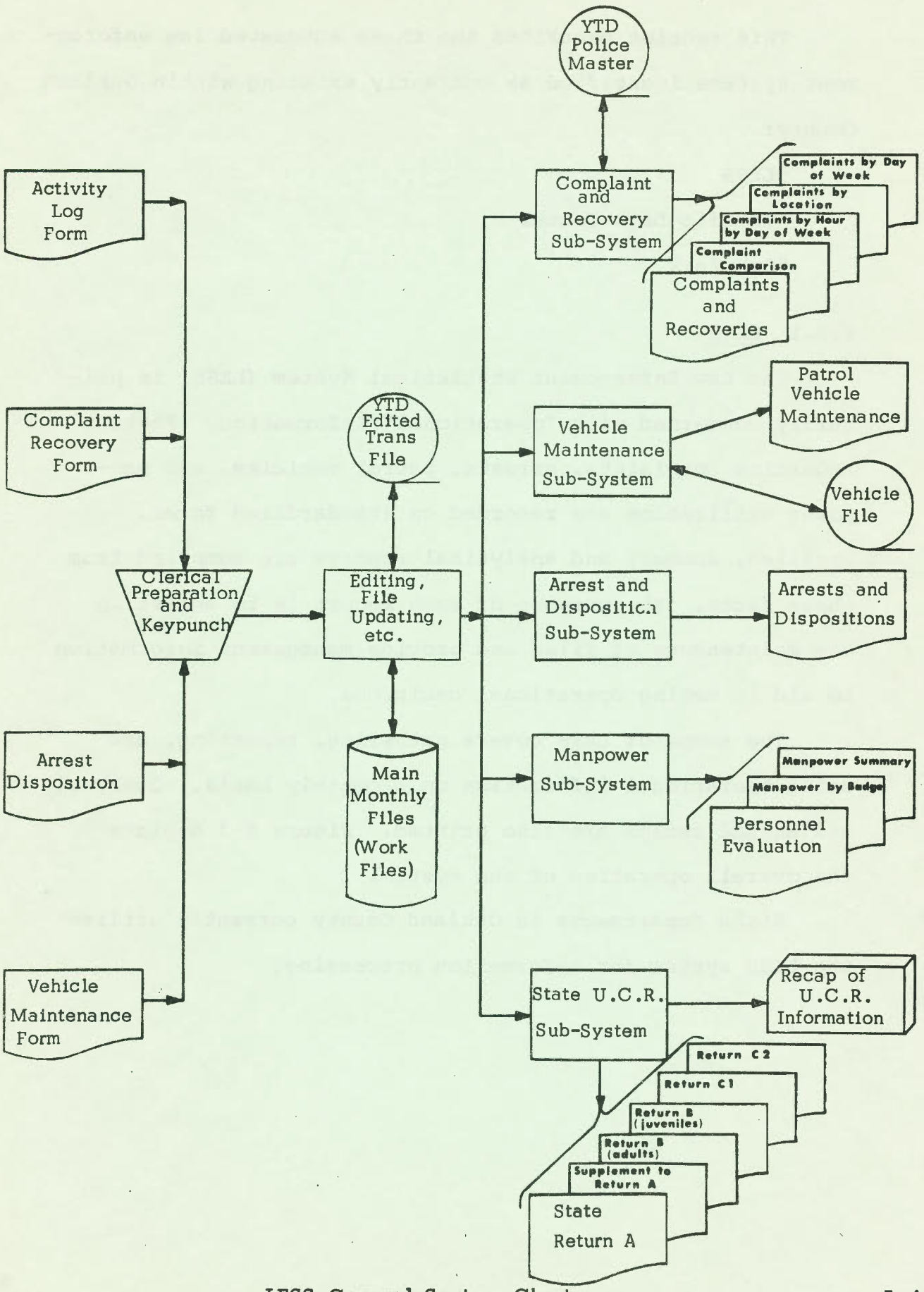
- °LESS
- °Traffic Data Center
- °Oak Park

5.2.1 LESS

The Law Enforcement Statistical System (LESS) is primarily concerned with "operational" information. Facts regarding complaints, arrests, patrol vehicles, and manpower utilization are recorded on standardized forms. Detailed, summary and analytical reports are compiled from these facts. The purpose of each report is to assist in the maintenance of files and provide management information to aid in making operational decisions.

The scope of LESS covers gathering, reporting, and using operational information on a monthly basis. Quarterly and annual recaps are also printed. Figure 5-1 depicts the overall operation of the system.

Eight departments in Oakland County currently utilize the LESS system for information processing:



LESS General System Chart
Figure 5-1

-Bloomfield Township
-Farmington Township
-Waterford Township
-West Bloomfield Township
-Farmington
-Southfield
-Troy
-O.C. Sheriff

° INPUT DOCUMENTS

There are four input documents to LESS:

-Activity Log (Form DP-447)

-Complaint/Recovery (Form DP-448)

-Arrest/Disposition (Form DP-449)

-Vehicle Maintenance (Form DP-461)

Samples of each of these forms are contained in Appendix D. An instruction manual which contains detailed directions for entering the data has been prepared by OCDP for each of these forms. The information contained in the source documents is keypunched by OCDP and entered into the LESS processing cycle.

° PROCESSING

LESS processing is composed of five "sub-systems". The inputs to each sub-system are the cards punched from the source documents and the system files. The outputs are the printed reports and updated files.

Complaints and Recoveries Sub-system

Indicative data taken from the Complaint/Recovery input document is used by this process. A detailed list of complaints, recoveries, clearances, and unfounded

complaints is printed along with a complaint summary indicating the previous month and previous year figures. The data is further processed to produce summaries showing complaints by time, location, and day of week.

Vehicle Maintenance Sub-system

Vehicle information is selected from the Activity Log and the Vehicle Maintenance input documents. A list is produced which shows mileage by day, fuel used, miles per gallon, and year-to-date figures. Repair work, and cost, are also depicted.

Arrests and Dispositions Sub-system

Arrest and disposition transactions are produced by selecting data from the Arrest/Disposition input card. The information is arranged into a detailed listing of arrests and dispositions in crime number sequence. Totals by classification and a grand total for the time period covered are also computed and presented.

Manpower Sub-system

The Personnel Evaluation, Manpower By Badge, and Manpower Summary reports are printed within this sub-system. Information regarding the officer's expenditure of time is selected from the Activity Log, Complaint/ Recovery and Arrest/Disposition forms. This data is then used to print a detailed listing for each officer showing the time spent on each activity performed and a total of his hours for the period covered. A performance

factor is calculated based on his available hours and hours identified with specific incidents or activity, compared to his share of the total activity that he performed. A summary of all activity for the department is calculated by crime number and grand totals produced.

State Uniform Crime Reports Sub-system

The information required by the state for the Uniform Crime Reporting System is produced by this process. Data is selected from the Complaint/Recovery and Arrest/Disposition input documents. Processing and computations are accomplished in accordance with the specifications contained in the State UCR Handbook.

As each sub-system processes the transactions and history files, it also accomplishes appropriate file updating and report preparation.

° FILES

The three major files maintained by LESS provide the capability to retrieve historical information for analytical purposes. Crime trends, performance information and summary data are a few of the ways in which the data on these files can be used. The following paragraphs outline the contents of these three files:

Year-to-Date Edited Transaction File

Each arrest, disposition, complaint, recovery, etc., is

a transaction to LESS. The transaction types and some of the information that is stored for each type are shown below.

-Complaint Transaction

Complaint Number	Founded/Unfounded
Date	Day of Week
Shift	Hour
Area	Origin
Crime Class	Clearance
Type of Property	Value of Property

-Arrest or Disposition Transaction

Complaint Number	Badge Number
Date	Day of Week
Shift	Hour
Area	Arrest Code
Crime Class	Disposition Code
Weapon	Law Code
Resist Code	Subject Code
Age	Race
Sex	

-Recovery Transaction

Complaint Number	Badge Number
Date	Day of Week
Shift	Hour
Area	Recovery Code
Crime Class	Value of Property
Type of Property	

-Manpower Transaction

Incident Code	Badge Number
Date	Day of Week
Shift	Hour
Area	Overtime Code
Crime Class	Completion Time
Arrival Time	

Year-to-Date Police Master File

A master file is maintained for each of the eight police departments. Each crime classification number has year-to-date counts in the following categories:

-State Return-A. Actual and unfounded offenses. Total clearances and number of offenders under 18 years of age.

-State Return-B Juveniles by Age and Sex.

-State Return-B Juveniles by Race and Sex.

-State Return-B Adults by Age and Sex.

-State Return-B Adults by Race and Sex.

-State Return-C1. The number of persons summoned-cited and the number arrested.

-State Return-C2. The number of dispositions, by type.

-State Juvenile Supplement-C2. The number of juvenile dispositions, by type.

-The number of complaints, by month, for last year.

-The number of complaints, by month, for this year.

-State Larceny Supplement to Return-A. The number of actual and unfounded larcenies, by type.

Accumulated Vehicle File

This file contains the following data concerning mileage and repairs on vehicles.

Platoon	Car Number
Date of Maintenance or Use	Day of Week
Shift	Hour
Location of Use or Repair	Type of Maintenance
Mileage-Start	Mileage-Finish
Gallons of Gasoline	

° REPORTS

LESS produces a set of standarized reports for each police department. These can be classified into five general categories:

Complaints and Recovery Reports

This set of reports presents data concerning all complaints received by each department and provides information regarding the hour-of-day and day-of-week of the complaints. The exact location of the incident that prompted the complaint is pinpointed and comparison with previous patterns is made. Analysis of this data can aid in making decisions regarding deployment and use of available forces. A count and dollar value of stolen and recovered items is also presented in detail and summarized in accordance with Michigan standards.

Vehicle Maintenance Report

This report allows the department to review the use (mileage) and general condition (repairs) of patrol vehicles. A comprehensive list of repairs and costs is kept as a history for each vehicle in each department.

Arrest and Disposition Report

The details of each arrest and disposition (regarding current or previous arrests) is printed in FBI crime classification number sequence. A disposition is matched to an arrest by a department's arrest number. Use of this report gives access to the number and types of arrests, location of each offense, time and date it occurred, arresting officer and information regarding the offender.

Departmental Manpower Reports

Administrative information regarding the performance and activity of all personnel in each department is listed in these reports. Through the use of activity codes every assignment or task that department personnel perform is listed and summarized for review. Some of the uses of these reports include performance evaluation of each officer, workload distribution analysis, study of time spent on any or all incidents, and a tool to assist in reallocating resources.

State of Michigan Uniform Crime Reports

In accordance with the guidelines in the state of Michigan's Uniform Crime Reporting Handbook, LESS prints the monthly state reports. In addition to printing this information, the reporting requirement to the state is fulfilled by generating a deck of punched cards that contains each department's monthly UCR data. These decks are forwarded to State Police Headquarters and are used as direct input to the computer in Lansing.

5.2.2 Traffic Data Center

In 1965, a traffic survey of Oakland County was conducted by over 200 interested citizens, local officials, and staff members of the Michigan State Highway Traffic Safety Institute. One of the major problems identified by this survey was the fact that there was no single,

centralized traffic data source within the County. In order to resolve this deficiency a 22-man committee was formed by the Traffic Improvement Association (TIA) of Oakland County which developed a model computerized traffic records system. This system includes a unique location reference scheme to locate individual accidents through a computer code to their specific points of occurrence.

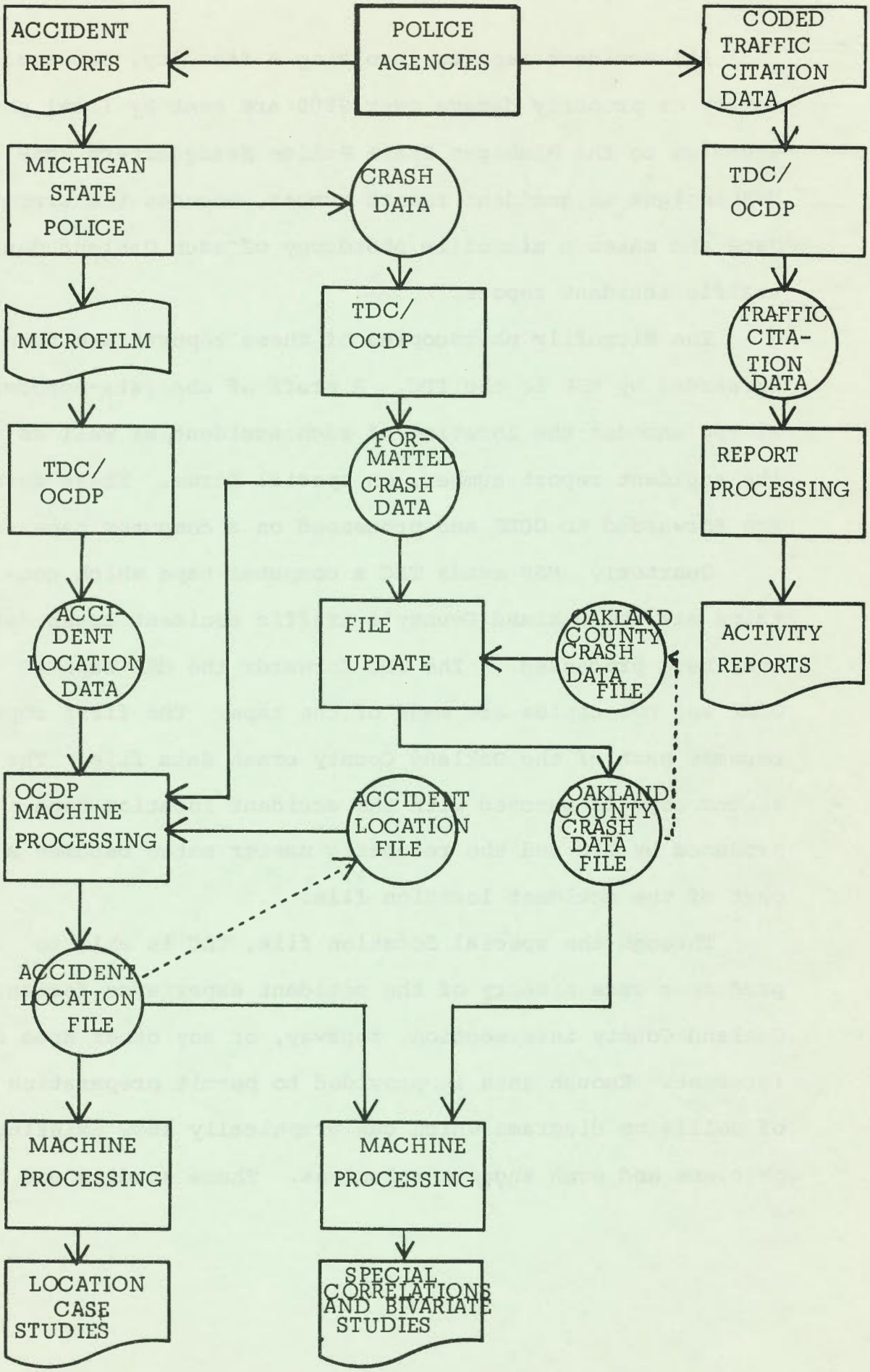
With the financial backing of a federal grant and matching funds from local government agencies, the Traffic Data Center (TDC) was established in 1967 under the direct control of TIA to implement and maintain this traffic records system. Oakland County Data Processing (OCDP) provided the TDC with the technical knowledge and computer facilities required to develop and maintain the necessary computer programs as well as the data files. (See Figure 5-2)

Within the TDC traffic records system there are three types of traffic data files:

- Oakland County crash data file,
- Oakland County accident location file
- Traffic enforcement data file

Each file is used to produce various types of direct data output. In some cases, more than one data file is needed in order to produce the type of information which the user requires.

Data input into the Oakland County crash data and accident location files comes from the same source. This input is generated in the following manner:



TDC GENERAL SYSTEM CHART

FIGURE 5-2

All accident reports involving a fatality, personal injury or property damage over $200 are sent by local police agencies to the Michigan State Police Headquarters (MSP). MSP assigns an accident report number, encodes the crash data and makes a microfilm photocopy of each Oakland County traffic accident report.

The Microfilm photocopies of these reports are then forwarded by MSP to the TDC. A staff of analysts-encoders at TDC encodes the location of each accident, as well as its accident report number, on special forms. These forms are forwarded to OCDP and processed on a computer tape.

Quarterly, MSP sends TDC a computer tape which contains all the Oakland County's traffic accident crash data they have processed. The TDC forwards the MSP tape to OCDP and two copies are made of the tape. The first copy becomes part of the Oakland County crash data file. The second copy is matched with the accident location tape produced by TDC and the resulting master match becomes a part of the accident location file.

Through the special location file, TDC is able to produce a case history of the accident experience for any Oakland County intersection, roadway, or any other area of interest. Enough data is provided to permit preparation of collision diagrams which can graphically show existing problems and even suggest solutions. These studies and dia-

grams have also proved to be extremely valuable in demonstrating the effectiveness of traffic engineering improvements.

Countless correlations and bivariate studies can be produced from the traffic accident crash data and special location files to identify specific aspects of Oakland County's traffic accident experience and causal relationships. The information contained in these special studies has been used for enforcement planning, public education, assessments of the magnitude of local traffic problems, traffic engineering improvements and urban planning.

The TDC has recently expanded its system to include enforcement information for five Oakland County police agencies. Data input into the traffic enforcement data file is accomplished through the following steps:

- -A participating police department encodes information from the traffic citations on a special form. The same location referencing scheme used in locating accidents is also utilized when coding citations.
- -These coded forms are sent to the TDC at least three times per month. The TDC reviews and forwards them to OCDP.
- -Shortly after the first of each month, all citations coded for the previous month are processed on a computer tape by OCDP.

At the present time, the traffic enforcement data file provides the participating police agencies with a monthly report which measures the work performance in traffic enforcement of individual officers and functional units on a qualitative as well as quantitative basis. This enforce-

ment report consists of the following types of print-outs:

-Officers traffic enforcement activity report

-Departments traffic enforcement activity report

-Enforcement activity report by time of day, day of week

-Enforcement activity report by roadways and township section

-Error message list

-Update activity list

The TDC is currently expanding the user capabilities of its traffic records system. In order to get a more complete picture of the traffic enforcement activity, the TDC is planning to expand the traffic enforcement data file to include verbal warning as well as citations. Two major additions to the TDC operations are now being developed. The first project deals with engineering improvement activities; the second deals with traffic enforcement activities. The general purpose of both projects is to develop techniques by which the traffic safety problems can be identified, priority ratings established, countermeasure programs can be evaluated and a continuous self-inventory process can be effected.

The objective of the engineering improvement activity is to develop a traffic accident location rating system. Starting with the Oakland County traffic accident data base, the intention is to develop computer programs and additional peripheral inputs with which thousands of

intersections, road segments and other accident location areas can be compared and rated in accordance with accident frequency, accident severity, accident type, vehicle usage and other resulting circumstances. With the completion of such a system the accident problem areas can be accurately identified and ranked and priority ratings can be established to guide engineering improvement activity expenditures. Subsequently, changes in rankings can be assessed following any countermeasure implementation and the accident locations can be periodically rated on a continuing basis so that the system remains current and responsive to new problems.

The objective of the traffic enforcement activity is to develop a selective enforcement system. The Oakland County data base will again be utilized, but in conjunction with the traffic enforcement data base. Computer programs will be developed and data displays and comparisons will be designed.

This system will permit accident locations and types to be inventoried, police enforcement activity monitored, selective enforcement resources efficiently deployed, and the accident and enforcement experience compared on a percentage basis. The impact of the selective enforcement activity on the accident rate can be readily measured and a self-inventory process can be effected to maintain maximum payoff.

In addition to direct data output services, the TDC

provides traffic authorities with technical assistance in identifying the types of data they require and analysis of the data once it is processed. Furthermore, the TDC acts as a traffic resource and materials center for Oakland County. Through TDC, new ideas, traffic studies and solutions to specific traffic accident problems are "advertised" and disseminated to local traffic authorities.

The TDC has also been instrumental in improving the traffic data input into its own as well as other traffic records systems. The TDC for the past three years has co-sponsored, along with the Oakland Police Academy, nine accident investigation courses and two courses in traffic records use. Over 297 Oakland County police officers have attended these courses. As a result of this training program the Michigan State Police stated that there has been a marked increase in the quality, quantity and uniformity of traffic accident reporting in Oakland County.

5.2.3 Oak Park

The City of Oak Park's current automated equipment includes a UNIVAC model 9200 computer system. This facility is utilized by most of the city's departments, including the Department of Public Safety (OPDPS).

This department presently processes its data in a batch mode and uses the 9200 to produce several monthly

reports. OPDPS also manually compiles additional detail and summary reports from the data contained on those generated by the computer. Plans have been formulated to program the 9200 to produce all of the reports presently compiled manually as well as a set of documents relative to the fire activities of the Department.

The present system, which was completely designed and programmed by OPDPS personnel, is depicted in Figure 5-3. Each of the system components is described in the following paragraphs.

° INPUT FORMS

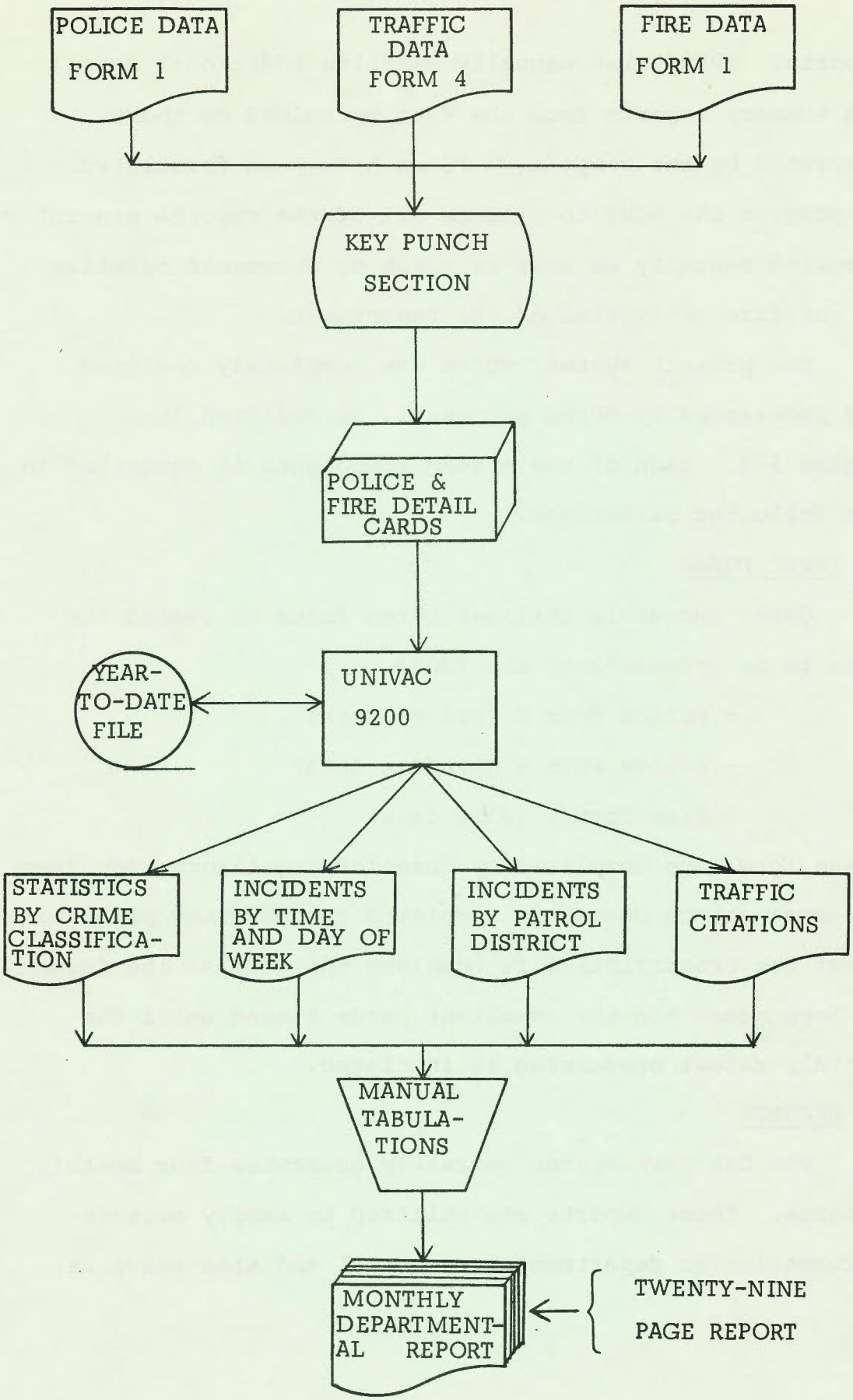
OPDPS currently utilizes three forms to record the data to be processed by the 9200:

- Police Form 1 (police data)
- Police Form 4 (traffic data)
- Fire Form 1 (fire data)

These forms are completed by transferring information from original source documents completed by operating personnel. After the transcription is complete the data on the forms is keypunched and the resultant cards stored until the monthly report processing is initiated.

° REPORTS

The Oak Park system currently generates four monthly reports. These reports are utilized to supply certain information to departmental personnel and also serve as



OAK PARK POLICE/FIRE INFORMATION SYSTEM

FIGURE 5-3

a source document for the manual production of a 29-page supplemental report.

The four monthly reports produced consist of:

- Offenses by Crime Classification
- Incidents by Time of Day and Day of Week
- Incidents by Patrol District
- Traffic Citations Issued

Offenses by Crime Classification - This report is a tabulation of the crime statistics for Oak Park and contains all information necessary for completing the Michigan State reports (UCR).

Incidents by Time of Day and Day of Week - This report utilizes the incidents of the previous month to assist the Department in allocating police manpower on the basis of relative need.

Incidents by Patrol District - The data in this report provides additional information to assist the Department in formulating plans regarding manpower distribution. Evaluation of the officers assigned to each district is also facilitated by the information in the report.

Traffic Citations Issued - Citations issued for parking and moving ordinance violations (hazardous and non-hazardous) are tabulated on a monthly basis. Separate figures are presented for adult and juvenile offenders and dispositions are recorded, where available. The report is

presented so that each violation is grouped by type. This enables the Department to more readily analyze the nature of the violations and the effect of the enforcement policies.

The City of Oak Park contains a Department of Public Safety that has instituted the base for effective management. The Department's actions in implementing the system described above, disseminating modus operandi to the Detroit Police Department and utilizing the 911 emergency telephone number make Oak Park a unique member of the Oakland County law enforcement community.

5.3 EXTERNAL SYSTEMS

This section describes the five automated law enforcement systems identified as being currently operational and prividing a possible source of information to the Oakland County system:

- °LEIN
- °DETECTS
- °NCIC
- °LEADS
- °MALI

5.3.1 LEIN

The Law Enforcement Information Network (LEIN) is a state-wide, on-line, real-time data communications system developed and operated by the Michigan State Police under the direction of the LEIN Advisory Board. (See Appendix G). Colonel John R. Plants, Director of the Michigan State Police, and David R. Fergason, Chief of Data Processing, have led the effort in making Michigan one of the most progressive states in applying computer technology to the problems of law enforcement.

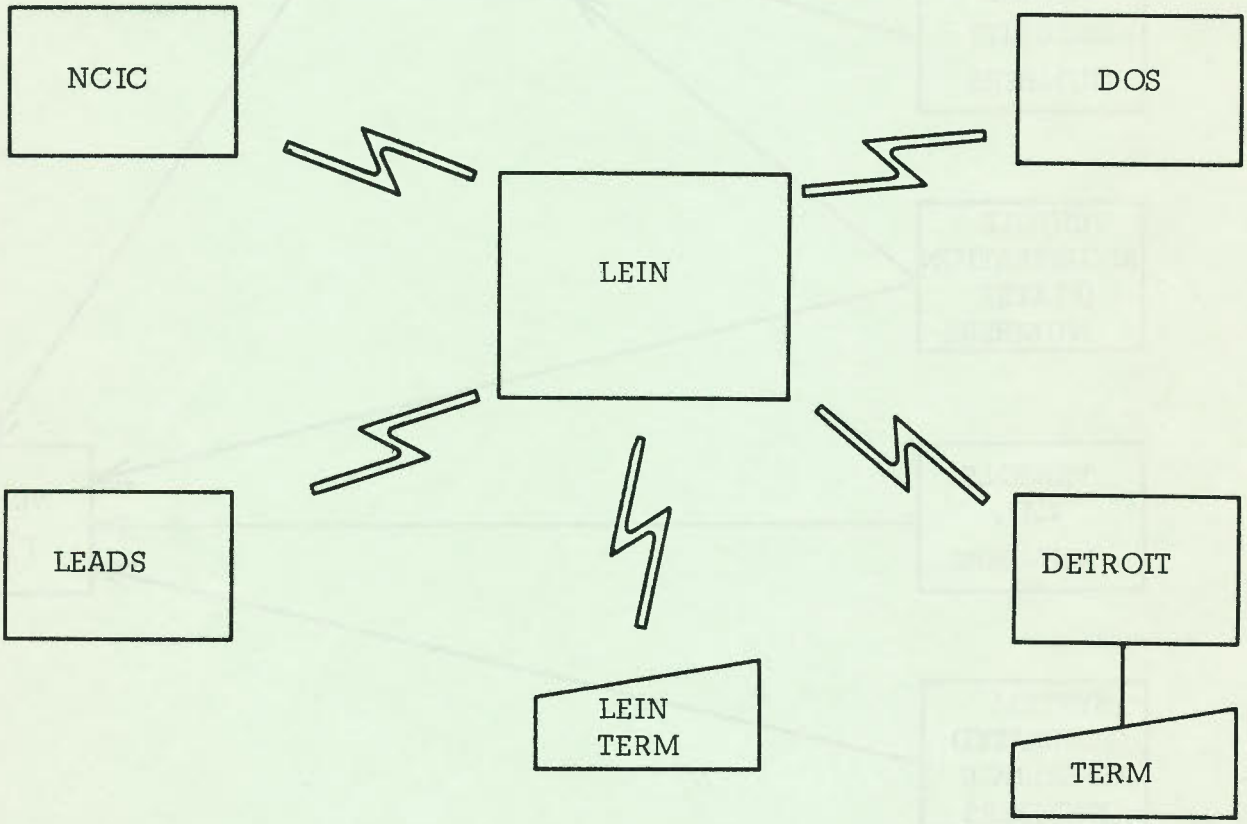
LEIN consists of two central processors, a Burroughs B5500, and 196 direct-access terminals, Model 28ASR teletypewriters, located in police agencies throughout the state serving 168 jurisdictions. The system uses seventy-four 75-baud privately-based teletype lines with one to four terminals per line.

LEIN has 2400-baud intra-state line connections to computers located at the Michigan Department of State and the Detroit Police Department, and two 2400-baud inter-state lines: to the National Crime Information Center (NCIC) System in Washington, D.C. and one 1200-baud line to the Ohio computerized Law Enforcement Automated Data Systems (LEADS). A diagram of the systems interfaces is shown in Figure 5-4.

The primary purpose of LEIN is to provide requested information to the officer on patrol as soon as possible. LEIN provides a centralized repository of information which can be accessed by all jurisdictions within the state. Thus, the police officer receives current information whether or not his jurisdiction is the origin of the data.

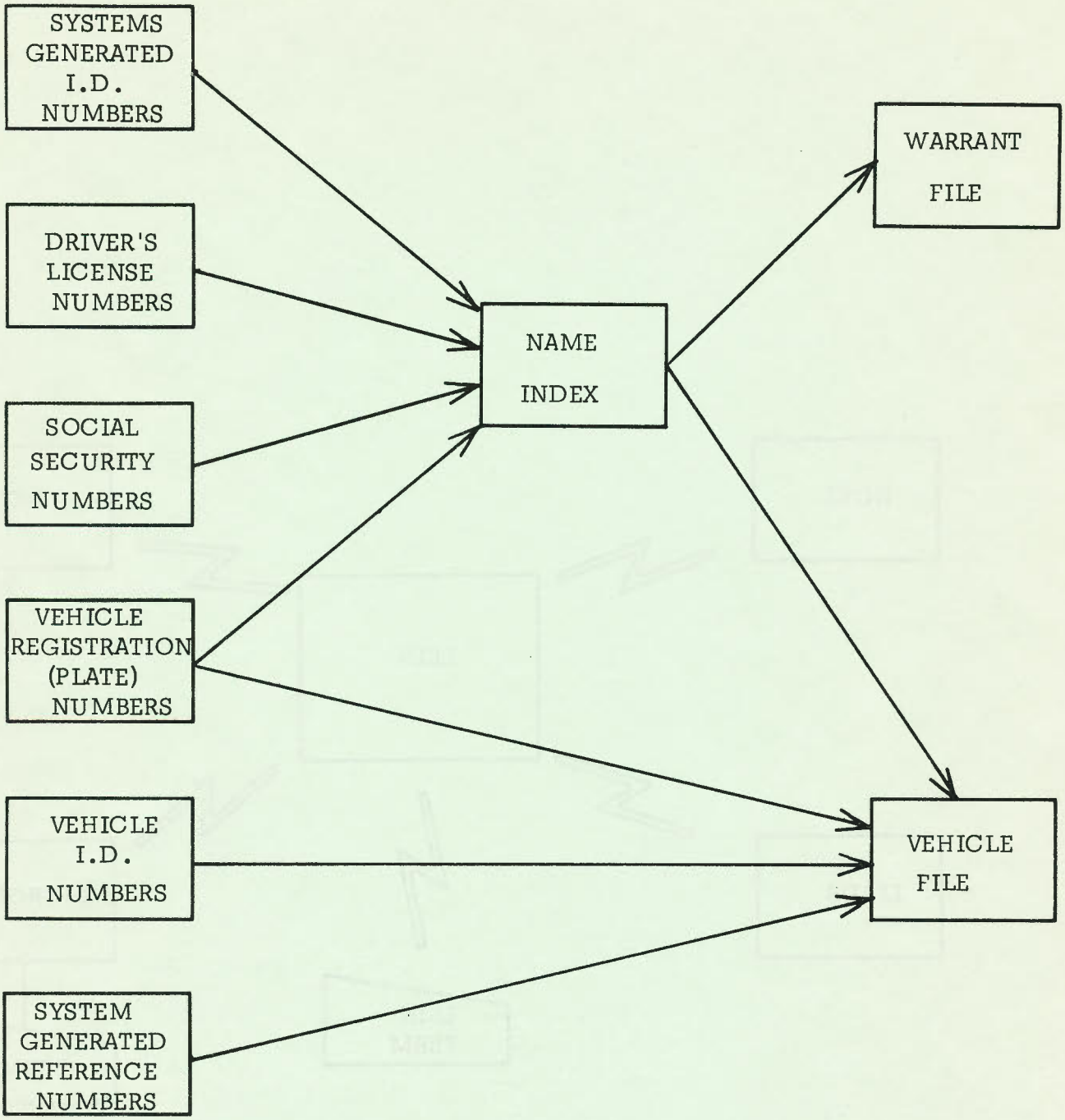
Internally, LEIN has two computer-driven files: the Wanted Persons File and the Wanted Vehicle File. LEIN has, at present, an estimated file capacity of 500,000 warrants and 20,000 vehicles. Figure 5-5 depicts the file interaction of LEIN.

The Wanted Persons File contains records concerning seven types of warrants: traffic warrants (not including parking tickets), misdemeanor warrants, felony warrants, criminal bench warrants, civil warrants, felony no-warrant (a temporary "wanted" entry for immediate action without an actual warrant being issued), and miscellaneous warrants (any warrant entry which cannot be classified in the previous types). Any of these records which are not cancelled will remain in the file for an indefinite period with the exception of the 72-hour duration of the felony no-warrant. A cancel message will remove



LEIN INTERFACES

FIGURE 5-4



LEIN FILE INTERACTION

FIGURE 5-5

the record immediately from the file. Any warrants over three (3) years old are printed and sent to all jurisdictions for their review.

The Wanted Vehicle file contains four types of records: unrecovered stolen vehicles, unrecovered stolen license plates, repossessed vehicles and wanted vehicles (vehicles wanted in conjunction with crimes). When a record becomes three (3) years old it is automatically purged from the file and notification is sent to the station which initially entered the record. Recovery information is kept for fifteen (15) days following the cancellation date and then automatically removed.

The Michigan Department of State's computer, which has a direct line to the LEIN computer, maintains the Drivers License file. This file, controlled by the Secretary of State (SOS), contains complete driver records as well as the names of persons with suspended, revoked, and denied driver's licenses and auto registration information.

There are four primary functions performed by LEIN: on-line; real-time file maintenance; inquiry processing; message switching and broadcasting; and background batch processing. Only the last function, batch processing, is not involved in providing the police officer with immediate information

Providing on-line, real-time file maintenance assures LEIN, and the police officer, of current information. The rapid entry of a felony warrant is immediately presented to involved jurisdictions and thereby provides an opportunity to apprehend the individual. Conversely, it is important to have the capability of removing a record from the system so an individual will not be apprehended for a warrant that has previously been statisfied.

All record addition, modification and deletion is made from the remote terminals. A paper tape is punched off-line by the terminal operator and then placed in the reading device of the same terminal. The operator requests service by a bid key on the terminal and the information is transmitted for immediate file updating. Only the terminal which entered the record may modify or delete it. Any terminal, however, may access the record for inquiry purposes.

To initiate an inquiry into LEIN the police officer will usually call the terminal facility. When his inquiry is received by the terminal operator it is punched onto paper tape and placed in the terminal's read device. When the station bids the inquiry is transmitted to the computer. The time involved from the patrolman's initial inquiry to his receipt of the desired information is usually two or three minutes.

The sex and date of birth (or age) must also be included if the inquiry is based on a person's name. An extended Soundex coding principle, which removes all vowels and drops duplicate consonants, is used to convert the name into a numerical value. The retrival of information for several individuals with similar names may occur during the file search and it is the patrolman who makes the decision as to whether or not the individual in question is in the system. In order to keep the number of individuals selected by the system at a minimum as much information as possible should be included in the inquiry (social security number, driver's license number, physical descriptions, etc.). The system assigns an ID number to both person and vehicle records to facilitate on-line modification and deletion.

The LEIN system provides the capability of any terminal automatically sending a message to any other Michigan or Ohio terminal(s). This is accomplished by including the designation station and, if desired, the designation jurisdiction number within the station's area. There is also a broadcast facility which provides the capability of sending a single message to all stations within each of the eight broadcast areas. There is also automatic message-routing to the NCIC computer for applicable inquiries or file maintenance. Messages which have been sent during the current 24-hour day can be recalled for further viewing.

This is accomplished through the use of the receiving station and jurisdiction identifiers and the particular message number of interest.

Background batch processing, while not of immediate value to the officer on patrol, provide valuable law inforcement information. Modus Operendi information, message analysis and management information are being obtained from the LEIN files through the use of off-line batch processing programs.

LEIN currently processes 1,500 file entries and cancellations each day, as well as 11,000 daily inquiries, 250 of which are "hits", resulting in over 172 actual arrests or auto recoveries.[1] In total, including administrative messages and messages originating in Ohio, LEIN processes approximately 58,000 transactions a day.

The LEIN transmission network is also being used for services outside of the Law Enforcement area. During the winter of 1970-71 a pilot project was initiated involving the National Weather Service Network and Environmental Science Services Administration (ESSA), with the cooperation of the Michigan State Police. This project tested the effectiveness of a new method of reporting district school closings and operational reductions. The School District Administrator may call a LEIN terminal operator to inform him of his district being closed. At specified times this information will be sent to the teletypes in the news agencies

[1] 1971 Comprehensive Law Enforcement and Criminal Justice Plan for Michigan, page 1-21.

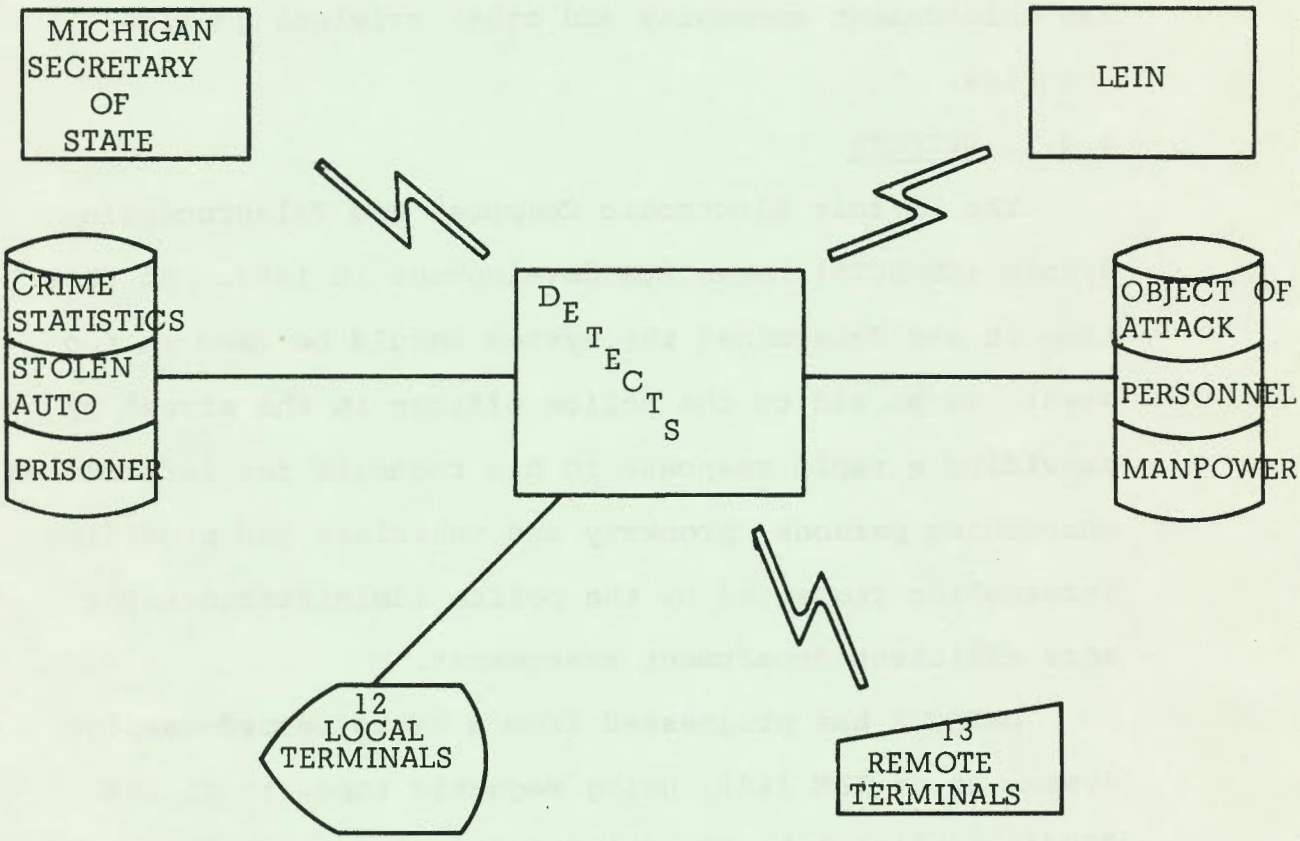
for dissemination to the public.

The Michigan State Police provided important contributions to Project SEARCH, a national criminal justice information system, by developing the central index for the prototype demonstration. The SEARCH concept will be made operational nationwide in November, 1971 by the FBI as a part of the NCIC system. When this system is coupled with LEIN Michigan will have a valuable tool for both the law enforcement community and other criminal justice agencies.

5.3.2 DETECTS

The Detroit Electronic Computer and Teleprocessing System (DETECTS) began its development in 1963. At this time it was determined the system should be used in two ways: as an aid to the police officer in the street by providing a rapid response to his requests for information concerning persons, property and vehicles; and providing information requested by the police administrators for more efficient department management.

DETECTS has progressed from a basic record-keeping system on an IBM 1401, using magnetic tape, to an IBM 360/40 on-line teleprocessing system incorporating rapid remote access storage devices. DETECTS has interfaces with three other computerized systems as shown in Figure 5-6. Due to the interfaces and its own records, DETECTS



DETROIT ELECTRONIC COMPUTER AND TELEPROCESSING SYSTEMS (DETECTS)

FIGURE 5-6

has access to eight files: wanted persons, wanted vehicles, prisoner data, crime statistics, personnel records, dispatch activity, Modus Operandi and stolen articles.

These eight files can be placed into three separate categories:

-Those files which are accessed and maintained through on-line terminals and involve interface with the three systems previously mentioned. Through the message-switching capability of the Law Enforcement Information Network (LEIN) transactions can be routed to the National Crime Information Center (NCIC) and the Michigan Department of State (SOS) computer. Files involved included wanted persons, wanted vehicles, stolen articles and driver records.

-Those files which are in part accessable through terminals and are maintained within the computer center by the Record Bureau. These files include crime statistics, dispatch activity and personnel records. The information not available on terminals is produced in an off-line batch mode (primarily the statistical reports).

-Files which are not accessible via terminals. These files are used primarily for operating and reporting functions and include the Modus Operandi and accident files.

The Wanted Vehicle file is comprised of two sub-files: license and vehicle identification number (VIN). After this file is updated, by either an addition or deletion, the information is routed to the LEIN system and then to NCIC to modify their respective files. Three methods may be used when an inquiry of this file is desired: an inquiry on a Michigan license plate (which will also be routed to LEIN); a license inquiry to NCIC; and a VIN check (which goes to LEIN and NCIC automatically).

The Police Prisoner file includes information on individuals arrested and held, released on bond and detentions of both adults and juveniles. When an individual is entered into this file a unique central booking number (CBNO) is assigned by the computer and other systems are automatically checked to see if the individual is wanted. The CBNO is the method by which a prisoner is retrieved from the file. Arrest reports are keypunched and added to another file to provide statistical information.

The Wanted Persons file contains data on persons who have outstanding non-traffic warrants for felonies or misdemeanors. When a warrant is entered into the DETECTS file the information is automatically sent to the LEIN system to update its files. No actual warrant file is maintained by DETECTS. If the warrant is extradictable LEIN will reformat the information and transmit it to NCIC.

The Crime Statistics file contains four subfiles;

crime by scout car, crime by census tract, crime by precinct and crime by object of attack. This file can be inquired on-line, and the updating is usually done through punched cards generated from the officer's reports.

The Personnel file is used by the police administrators to obtain information on current and projected manpower of each platoon. Manpower information is entered at the beginning of each platoon's shift and is updated on-line as required. The information includes badge number, pension number, address, phone number, rank and status.

The Modus Operandi file construction is based on four major crime classifications: robbery, breaking and entering, graphology/M.O. and rape. All pertinent information concerning the crime is kept and associated with a Criminal Identification Number. This file is used and maintained off-line. The information is obtained from the officer's reports, put on punched cards and stored on magnetic tape. The new tape is then sorted and merged with the previous tape so the information is current. Off-line programs will select information requested from the tape. The present file has 15,000 M.O.'s, most of which are linked to a photograph file so a picture may be sent to the officer with the retrieval information. Fingerprint information, if available, is also sent to the requesting officer.

The DETECTS System also provides an extensive amount

of statistical reports of benefit to local, state and national law enforcement agencies. This system is comprised of 250 programs and studies are currently being conducted to develop further additions.

5.3.3 NCIC

On January 27, 1967 the Federal Bureau of Investigation began operation of its National Crime Information Center (NCIC) computerized information system. The purpose of this system is to improve the effectiveness of law enforcement by providing the efficient handling and exchange of documented police information. NCIC supplies information to local, state and federal law enforcement agencies through the network which is illustrated in Figure 5-7.

In October, 1966 a meeting of the International Association of Chiefs of Police (IACP) discussed and approved the proposed structure and basic procedures of NCIC. At this point, the NCIC organization was established, as shown in Figure 5-8.

The NCIC Advisory Policy Board is composed of administrators from state and local law enforcement agencies throughout the United States. The Board makes recommendations on philosophy, concepts and operational principles which are involved in the general policy of NCIC. There are 14 members on the Board (seven who serve two-year terms and seven serving three-year terms), who come from the four geographic regions of the United States shown in Figure 5-7.

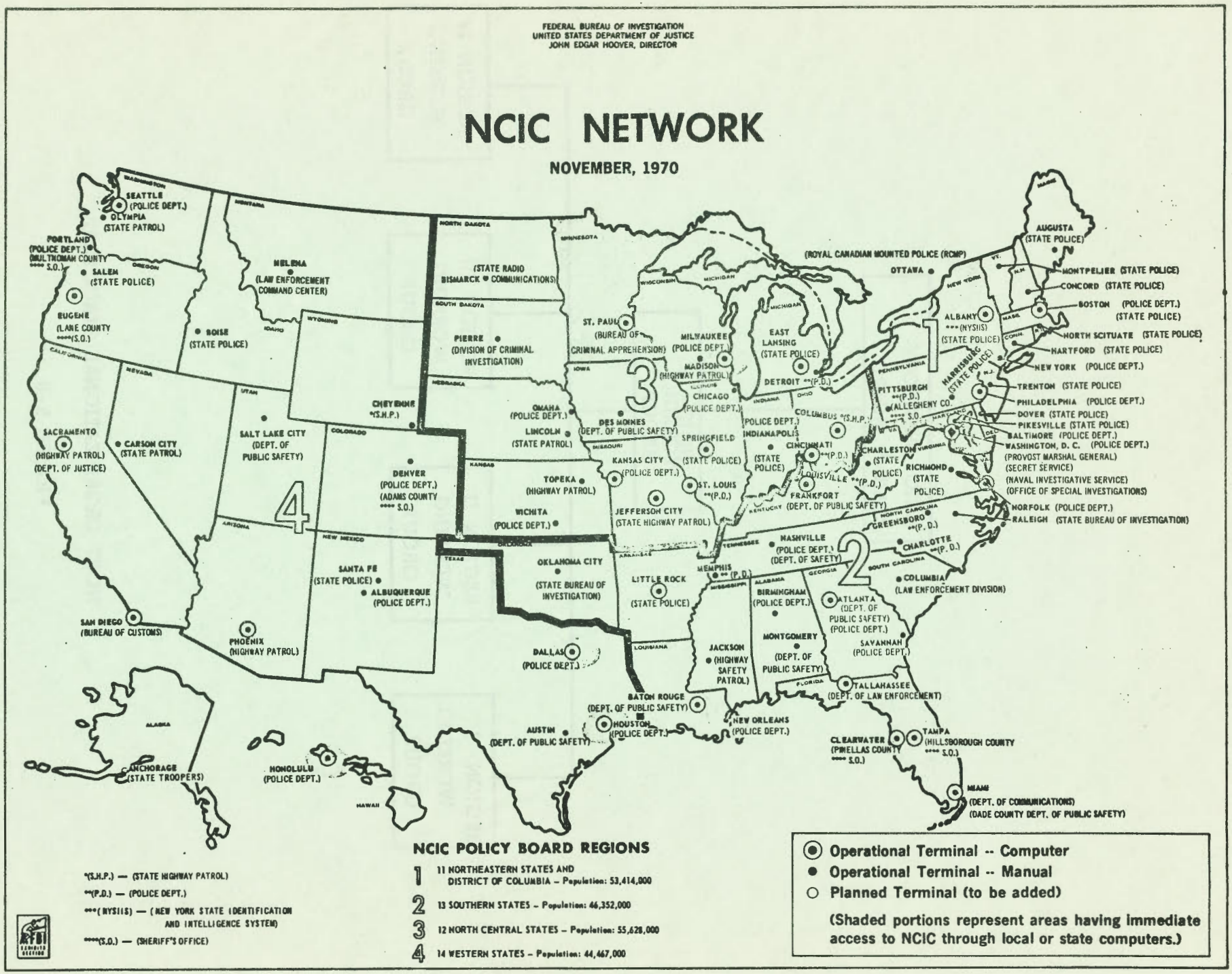
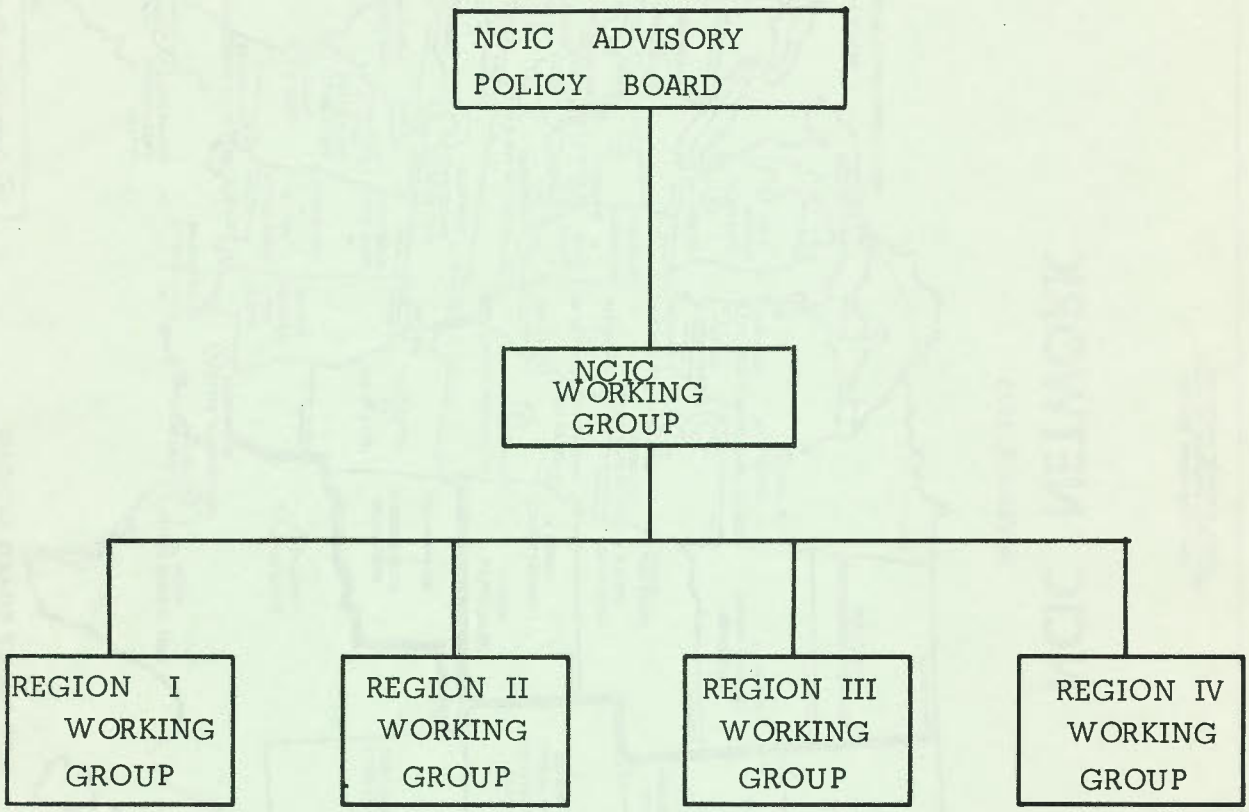

FEDERAL BUREAU OF INVESTIGATION
UNITED STATES DEPARTMENT OF JUSTICE
JOHN EDGAR HOOVER, DIRECTOR
NCIC NETWORK
NOVEMBER, 1970
SEATTLE (POLICE DEPT.)
OLYMPIA (STATE PATROL)
PORTLAND (POLICE DEPT.)
MULTNOMAH COUNTY **** S.O.)
SALEM (STATE POLICE)
EUGENE (LANE COUNTY ****(S.O.)
HELENA (LAW ENFORCEMENT COMMAND CENTER)
BOISE (STATE POLICE)
(STATE RADIO BISMARCK COMMUNICATIONS)
PIERRE (DIVISION OF CRIMINAL INVESTIGATION)
CHEYENNE *(S.H.P.)
SALT LAKE CITY (DEPT. OF PUBLIC SAFETY)
SACRAMENTO (HIGHWAY PATROL) (DEPT. OF JUSTICE)
CARSON CITY (STATE PATROL)
DENVER (POLICE DEPT.) (ADAMS COUNTY **** S.O.)
SANTA FE (STATE POLICE)
ALBUQUERQUE (POLICE DEPT.)
PHOENIX (HIGHWAY PATROL)
SAN DIEGO (BUREAU OF CUSTOMS)
ANCHORAGE (STATE TROOPERS)
HONOLULU (POLICE DEPT.)
ST. PAUL (BUREAU OF CRIMINAL APPREHENSION)
MILWAUKEE (POLICE DEPT.)
MADISON (HIGHWAY PATROL)
OMAHA (POLICE DEPT.)
DES MOINES (DEPT. OF PUBLIC SAFETY)
LINCOLN (STATE PATROL)
TOPEKA (HIGHWAY PATROL)
WICHITA (POLICE DEPT.)
KANSAS CITY (POLICE DEPT.)
JEFFERSON CITY (STATE HIGHWAY PATROL)
OKLAHOMA CITY (STATE BUREAU OF INVESTIGATION)
DALLAS (POLICE DEPT.)
AUSTIN (DEPT. OF PUBLIC SAFETY)
HOUSTON (POLICE DEPT.)
BATON ROUGE (DEPT. OF PUBLIC SAFETY)
(ROYAL CANADIAN MOUNTED POLICE (RCMP)
OTTAWA
EAST LANSING (STATE POLICE)
DETROIT **(P.D.)
CHICAGO (POLICE DEPT.)
INDIANAPOLIS (POLICE DEPT.)
COLUMBUS *(S.H.P.)
CINCINNATI **(P.D.)
SPRINGFIELD (STATE POLICE)
LOUISVILLE **(P.D.)
FRANKFORT (DEPT. OF PUBLIC SAFETY)
ST. LOUIS **(P.D.)
LITTLE ROCK (STATE POLICE)
MEMPHIS **(P.D.)
NASHVILLE (POLICE DEPT.) (DEPT. OF SAFETY)
JACKSON (HIGHWAY SAFETY PATROL)
BIRMINGHAM (POLICE DEPT.)
MONTGOMERY (DEPT. OF PUBLIC SAFETY)
NEW ORLEANS (POLICE DEPT.)
ATLANTA (DEPT. OF PUBLIC SAFETY) (POLICE DEPT.)
SAVANNAH (POLICE DEPT.)
TALLAHASSEE (DEPT. OF LAW ENFORCEMENT)
CLEARWATER (PINELLAS COUNTY **** S.O.)
TAMPA (HILLSBOROUGH COUNTY **** S.O.)
MIAMI (DEPT. OF COMMUNICATIONS) (DADE COUNTY DEPT. OF PUBLIC SAFETY)
CHARLESTON (STATE POLICE)
RICHMOND (STATE POLICE)
GREENSBORO **(P.D.)
CHARLOTTE **(P.D.)
COLUMBIA (LAW ENFORCEMENT DIVISION)
NORFOLK (POLICE DEPT.)
RALEIGH (STATE BUREAU OF INVESTIGATION)
ALBANY ***(NYSIIS) (STATE POLICE)
HARRISBURG (STATE POLICE)
PITTSBURGH **(P.D.) (ALLEGHENY CO. **** S.O.)
AUGUSTA (STATE POLICE)
MONTPELIER (STATE POLICE)
CONCORD (STATE POLICE)
BOSTON (POLICE DEPT.) (STATE POLICE)
NORTH SCITUATE (STATE POLICE)
HARTFORD (STATE POLICE)
NEW YORK (POLICE DEPT.)
TRENTON (STATE POLICE)
PHILADELPHIA (POLICE DEPT.)
DOVER (STATE POLICE)
PIKESVILLE (STATE POLICE)
BALTIMORE (POLICE DEPT.)
WASHINGTON, D. C. (POLICE DEPT.) (PROVOST MARSHAL GENERAL) (SECRET SERVICE) (NAVAL INVESTIGATIVE SERVICE) (OFFICE OF SPECIAL INVESTIGATIONS)
1
2
3
4
*(S.H.P.) — (STATE HIGHWAY PATROL)
**(P.D.) — (POLICE DEPT.)
***(NYSIIS) — (NEW YORK STATE IDENTIFICATION AND INTELLIGENCE SYSTEM)
****(S.O.) — (SHERIFF'S OFFICE)
NCIC POLICY BOARD REGIONS
1 11 NORTHEASTERN STATES AND DISTRICT OF COLUMBIA – Population: 53,414,000
2 13 SOUTHERN STATES – Population: 46,352,000
3 12 NORTH CENTRAL STATES – Population: 55,628,000
4 14 WESTERN STATES – Population: 44,467,000
Operational Terminal -- Computer
Operational Terminal -- Manual
Planned Terminal (to be added)
(Shaded portions represent areas having immediate access to NCIC through local or state computers.)

FIGURE 5-7



NCIC ORGANIZATIONAL STRUCTURE

FIGURE 5-8

The NCIC Working Group makes recommendations concerning standards, file criteria and operational procedures to aid the Advisory Policy Board in their decisions. The Working Group is composed of 26 local and state representatives from the four geographic regions, a representative from the Royal Canadian Mounted Police, the FBI, and other appropriate federal agencies.

A Regional Working Group exists within each geographic area. The agencies served by NCIC within the particular region have representatives on the Group and the size of the membership is flexible. The main purpose of the Group is to promote the exchange of ideas and problems common to a geographical area. Suggestions for system changes and improvements may be submitted by any NCIC participant through this Group. A member of the Policy Board is selected by each region as the Chairman of the Regional Working Group, thus assuring adequate representation at all organizational levels for the regional participants.

The NCIC computer, located in Washington, D.C., is currently an IBM 360, Model 50, utilizing random access disk storage (IBM 2314). The system is designed to operate 24 hours a day, seven days a week.

The communication network of NCIC consists of dedicated circuits with one or more terminals connected to each communication line. The majority of terminals are teletypewriters, transmitting at a 180 baud rate. As computerized

systems are becoming operational such as Michigan's LEIN system, 2400 baud lines are used to link these computers directly to the NCIC computer. The high-speed 2400 baud lines are also used when the transmission volume necessitates higher line speeds. The cost of the transmission lines has been assumed by the FBI since July 1, 1968.

The terminals connected to the NCIC system must be accessable only to authorized law enforcement personnel. Failure in this regard will cause the removal of the terminal from the system. Any terminal can be used in the NCIC system as long as it is able to communicate in either 8-level ASCII or 7-level BCD code. Records are placed directly into the NCIC files by the initiating agency in one of two ways: manually, where input paper tape is prepared off-line and then fed into the reading device of the terminal, or automatically through the message-switching capability of a computer system such as LEIN. NCIC sends a response for every transaction it receives.

All NCIC records in the system are identified with the agency that entered the information. This agency is entirely responsible for the accuracy, completeness and status of the record. Any participant may access the record for inquiry purposes.

The NCIC records are maintained in seven separate files. These files are considered "active" and are

available for immediate access. In some cases records are put on magnetic tape in an "inactive" file after a specified period of time.

The Vehicle File contains unrecovered stolen vehicles and vehicles wanted in connection with felonies and serious misdemeanors. Stolen vehicle parts which have serial numbers, such as VIN plates, engines and transmissions are also included in this file. If a stolen vehicle does not have a VIN it is kept on the file for one year from the license plate expiration. Stolen vehicles having a VIN are maintained on the file for four years beyond the year of entry. Records of vehicles wanted in connection with a crime, will be maintained for 90 days from the time of entry. Stolen parts are saved for four years beyond the year of entry. Upon recovery of any of the above items, the record will be saved for 10 days before being purged from the file.

The License Plate File contains unrecovered stolen and missing license plates. The entry is kept on the file for one year after the expiration date. Upon recovery the record is retained for 10 days.

The Gun File is comprised of stolen or lost weapons that have a serial number as well as recovered weapons (with a serial number) that have not been reported as stolen. Unrecovered weapons will remain on the file

indefinitely; recovered, but not reported stolen, weapons are maintained on file for two years after the year entered. An entry of a stolen or lost weapon which has been recovered is retained for 10 days. A "clear" message (discussed below) will remove a recovered weapon, not reported stolen, from the file immediately.

The Article File contains items valued at $500 or more which are missing or stolen and have serial number or engravings which enable identification. These articles are not items which are contained in the other NCIC files (e.g. guns and vehicles). Office equipment and color television sets may be entered without regard to value as may multiple items stolen in one theft. Multiple items stolen in one theft may be entered if the total value of loss is $5000 or more. Any serial numbered article may be entered if the reporting agency feels interstate movement of goods is probable, or investigative action should be initiated if the article is found, due to the seriousness of the crime. Unrecovered stolen articles are kept in the file one year beyond the year of entry. When an entry is composed of a single article and it is recovered, the entry is saved for 10 days. When a group of consecutively numbered articles forms a single record the entry is saved for 10 days after the recovery of the last article in the group. If only a single item within the group is recovered it will remain on file for 60 days and then be removed from the group record.

The Wanted Person File is composed of individuals for whom federal warrants are outstanding; who have committed or are identified with felonies or serious misdemeanors and have a warrant issued; and who are to be apprehended immediately but for whom a warrant has not yet been obtained due to the immediacy of the crime (Temporary Felony Want). The Temporary Felony Want will be cancelled automatically after 48 hours. By that time a warrant should have been obtained for the individual. Wanted persons are kept on the file indefinitely. An individual is kept on the file 30 days after a "clear" message (ses below) has been recieved. The fourth "located" message (also see below) will cause an immediate removal of the record.

The Securities File contains records of stolen, embezzled, counterfeited, or missing serialized items such as currency, bills, bank notes, bonds and travelers' checks. This file does not contain personal, certified or cashier checks. All securities, with the exception of traveler's checks and money orders (which are kept for two years beyond the year of entry) are kept on file for four years beyond the year the information was entered. When a single security is located it remains on file for 10 days, as is an entire group record of recovered securities. When part of a group of consecutively serialized securities is found that part is saved for 60 days before being removed

from the group record.

The Boat File contains unrecovered stolen boats valued at $500 or more, provided the vessel has been registered or documented and has a permanent identifying serial number. Also included in this file are new boats that have not been registered. Leased, loaned and rented boats may be entered if a relevant police report has been made or warrant issued. Entries are kept on file for four years beyond the year of entry. If recovered, the entry will remain for 10 days before it is purged from the file.

NCIC performs periodic validation checks on all its files and sends reports to the agencies initiating the entry in the form of printed reports, magnetic tapes or punched cards; depending on the requirements of the agency. The period of validation for each file is:

Vehicle File - quarterly
License Plate File - quarterly
Gun File - annually
Article File - no check
Wanted Person File - quarterly
Security File - annually
Boat File - annually

NCIC has six message types that originate at the user's terminal: Record Entry, Record Modify, Record Cancel, Inquiry, Located and Record Clear. There are three types of messages which are initiated by the NCIC computer and are sent to the user terminals: acknowledgement of messages other than inquiries, replies to inquiries and administrative.

The Record Entry message is used to create a new record in a file, enter alias(es) and for adding identifying information to supplement an existing record. If manual input is used the message is prepared off-line to promote accuracy and efficient use of NCIC computer time.

The Record Modify message enables data to be changed, added or deleted from an existing active record. Only the agency which initially entered the record may use this message.

The Record Cancel message may also be entered only by the agency responsible for the record. It will remove the record from the file and is also used to delete erroneous information which had been previously entered.

The Inquiry message is used to search the files. This is performed on-line if a terminal or computer is the initiator. Other searches are performed either off-line or manually. There is also provision, by using a special code, to perform inquiries for the purposes of instruction and demonstration.

The Located message is entered to denote the recovery of property or the apprehension of a wanted individual by an agency other than the agency which initially entered the wanted information. It is used only for "active" records.

The Clear Message is entered by the agency which originally created the record. Its purpose is to record recovery of stolen or missing property or the apprehension

of a wanted person. It too is used for "active" records, and is prepared off-line if a terminal is used to send the message.

Administrative messages are used to inform the users about the system. This includes error messages and notification messages about the system's status.

For more than four years NCIC has served the needs of law enforcement agencies in all fifty states, and several foreign countries. Constant planning and expansion has permitted NCIC to meet the changing requirements of all levels of police units. Future additions to NCIC, such as the criminal history information which is planned to be available in November, 1971, will ensure that a modern tool is always at the disposal of today's law enforcement officer.

5.3.4 LEADS

In November, 1968, after two and a half years of effort, the Ohio Law Enforcement Automated Data System (LEADS) became operational. The purpose of LEADS is to store and disseminate police information throughout the state.

Currently the on-line LEADS system utilizes an IBM 360 Model 50 computer to provide message switching among the terminals and the storage of police information on

data cell and disk drive components. There are over 240 Model 33 ASR terminals operating in the various law enforcement agencies within the state. The communication lines, which operate at 600 characters per minute, have four or five terminals connected to each line.

LEADS interfaces with three other computerized systems: The FBI's National Crime Information Center (NCIC); The Michigan Law Enforcement Information Network (LEIN); The Hamilton County Regional Crime Information Center (RCIC). By providing the appropriate terminal address a message may be routed to these other systems. As a result of processing some messages addressed to LEADS, the computer will automatically send a copy of the transaction to the NCIC computer to process the Federal level files.

The message switching ability of LEADS also include broadcast capabilities. By using one of eight unique terminal addresses a single message can be transmitted to all or a particular group of terminals.

LEADS is comprised of three separate files: Auto Alert, Operator's Licenses and Vehicle Registration. These files are maintained in an on-line environment, providing immediate computer access.

The Auto Alert File contains information on active "wanted" Ohio registered vehicles. Any entries made to this file are simultaneously sent to NCIC. Within this file are records containing stolen vehicles, vehicles used

in felonies, stolen or lost license plates, vehicles owned by or known to be driven by persons with suspended or revoked operator licenses and miscellaneous information records. The miscellaneous records are used to provide supplemental information.

The Operator License File is comprised of individuals who have been issued Ohio drivers licenses. Each record in the file is devoted to a single individual. Information concerning suspensions and revocations are included in the record. LEADS uses this file for inquiry purposes only.

The Vehicle Registration File contains individual records of all vehicles which have been issued Ohio license plates. Included in each record is the name and address of the owner and a description of the vehicle.

LEADS provides five different types of messages, some of which cannot be used for certain files. The LEADS terminal operators have the capability to use the message types which exist for NCIC, LEIN, and RCIC. The message types used to process the LEADS files are:

- Entry: Used to create a record in the file.
- Modify: Used to add to or change an existing record in the file.
- Cancel: Used to remove a record for reasons other than recovery of property.
- Clear: Used to denote vehicle recovery.
- Inquiry: Used to retrieve information from the files.

The system is directed through the LEADS Steering Committee. The Committee establishes the rules and regulations by which all participants must abide. This Committee is comprised of representatives of the Ohio State Highway Patrol, the Buckeye State Sheriff's Association, the Ohio Association of Chiefs of Police, the Ohio Department of Finance and the Bureau of Motor Vehicles.

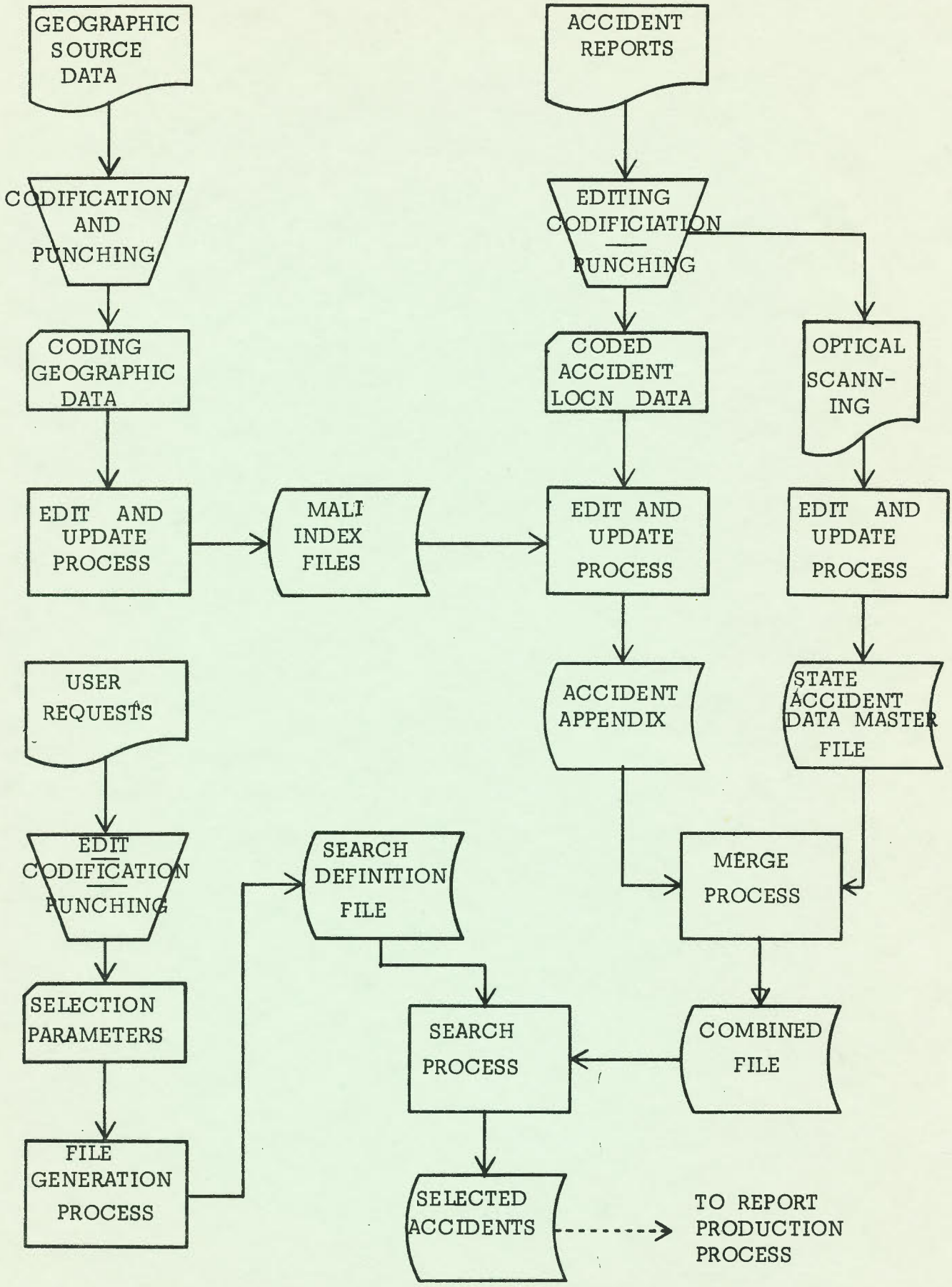
5.3.5 MALI

The Michigan Accident Location Index (MALI) is a system under development by the State of Michigan for organizing files containing geographically identified data. The system, which is a joint effort of the Michigan Department of Highways and the Michigan State Police, will aid in identifying accidents by location throughout the State of Michigan.

The pilot MALI program involves the codification and processing of accident and geographical data of seven counties: Ingham, Isabella, Kalamazoo, Mason, Oakland, St. Joseph and Tuscola. The geographic data is collected using highway maps as source documents. Each street is reduced into a coded series of records describing street names, intersections, distances and directions. This data is punched into computer-readable cards and used to generate the index file.

The MALI index files contain the information required to geographically locate an accident and to group previously located accidents into user defined areas. Accident reports submitted by police departments throughout Michigan are codified and entered into MALI. The index files are used by the system to append location data to the accident record. The location data is maintained in a separate accident appendix file which is used as a retrieval source, based upon user defined selection criteria. The general process of MALI is depicted in Figure 5-9.

MALI is intended to serve as a portion of a total Michigan accident reporting system and procedure. It's basic function is to provide the capability to retrieve records based upon specified location parameters. Extracting records based upon a street name, a network of connecting streets, an intersection, a section of a road, or various other possible selection criteria, is expected to assist State officials to better analyze the data reported by local and state police officers. This analysis, in turn, will result in more effective methods of accident prevention and thereby minimize loss of life, injury and property damage.



MALI GENERAL PROCESS CHART

FIGURE 5-9

SECTION 6
DEFINITION OF REQUIREMENTS

6.1 INTRODUCTION

The pivotal point of this document, and indeed the entire Requirements Analysis effort, is contained within the following pages of this section. The information contained in the previous sections was gathered and documented primarily to provide material needed to analyze and define the system requirements. In a like manner, the following sections present recommendations and related material regarding the manner in which the requirements should be satisfied.

This analysis of requirements has been purposely limited to the area of law enforcement. Phase I of CLEMIS is devoted to this area and therefore the data collected during this phase, and the project schedule, do not permit a detailed analysis of other elements. During the planned activities of Phase II and III a similar definition of requirements will be developed for the court, prosecutor/defense, detention and probation/parole areas of the Oakland County Criminal Justice Community.

CLEMIS is intended to be an automated information system and this analysis should therefore be limited to information requirements. The divergent nature of the practices and procedures which presently exist within the law enforcement community have made this limitation impractical. The operation of any automated system is

6.2 REQUIREMENTS ANALYSIS

Law enforcement agencies in Oakland County, as well as those in the rest of the country, are facing new problems, using new equipment, developing new techniques and in various other ways undergoing a major metamorphosis. The problems facing today's police departments are large, numerous and real. Many require solutions completely outside of the control of the department while others are the results of the department's own actions and therefore necessitate internal solutions. The major portion of the problems require a combination of external and internal efforts. CLEMIS is one such effort.

The basic mission of law enforcement agencies are:

- -The protection of life and property from criminal attack,
- -The preservation of peace and public order,
- -The repression of crime.

To accomplish these missions, agencies within Oakland County perform a myriad of services including:

- -Patrol of streets within the County, aimed at the prevention and detection of crime.
- -Enforcement of the law by identifying, apprehending and confining violators.
- -Regulation of vehicle and pedestrian traffic to ensure public safety.
- -Maintenance of legal records of events and provide information to authorized persons.

-Coordination with Municipal, County, State and Federal criminal justice agencies to support broad based enforcement and prevention activities.

-Provision of special police services in the case of public need.

-Regulation of individuals or companies of special interest to the community.

-Inform the public on police matters and activities.

Law enforcement agencies throughout the country are finding that yesterday's organization, methods, equipment, resources and facilities are unable to cope with today's problems. Changes are required to enable these agencies to carry out their missions. Within Oakland County there is a growing awareness among the members of the law enforcement community that the time has come to meet the challenge of todays problems. Significant progress has been made within the County in the past several years, more is planned and still more is required. CLEMIS is intended to provide some of this change.

The requirements of law enforcement agencies within Oakland County span a wide range of areas. Recruitment , training, community relations, resources, research, communications, facilities and many other topics are the current focal points of attention by the heads of these agencies. CLEMIS is not intended as a "cure-all" which will satisfy all, or even a majority, of requirements in these areas. It can provide these agencies with a new tool to assist in satisfying some of these requirements and thereby solve

a few of the many problems confronting these agencies.

In addition to defining requirements to be satisfied by CLEMIS, the efforts of Phase I have also identified several problem areas within the law enforcement community of Oakland County which have a direct bearing on whether or not a system such as CLEMIS can be successfully developed, implemented and operated within the County. Some type of system can, of course, be installed which would not require addressing these problems, or instituting change. This type of system would waste valuable resources and accomplish little, if anything.

CLEMIS therefore is a concept which will satisfy some of the requirements of Oakland County law enforcement agencies but, at the same time, impose some requirements of its own. The subsequent paragraphs address the requirements of law enforcement and CLEMIS in the following areas:

-Focal Point for Law Enforcement

-Organization

-Planning

-Records

-Management Data

-Operational Data

-Characteristics of CLEMIS

6.2.1 Law Enforcement Focal Point

One of the largest obstacles to instituting changes within the Oakland County law enforcement community is the lack of a central focal point. There does not currently exist within the county a central spokesman for all law enforcement agencies.

Various individuals and organizations represent various groups of agencies at various times but no single individual or group represents all of the agencies at any time. During the requirements analysis the project team attempted to ascertain the names of all of the groups or persons who represent the interests of law enforcement agencies. We know we were not completely sucessful in this endeavor but we did identify the following:

-Oakland County Prosecuting Attorney

-Oakland County Sheriff

-Oakland County Committee on Law Enforcement and Criminal Justice

-South Oakland County Chiefs of Police Association

-Oakland County Law Enforcement Association

-Inter-Lakes Chiefs of Police Association

-CLEMIS Advisory Committee

-LESS Steering Committee

-North Oakland County Mutual Aid Pact

-South Oakland County Mutual Aid Pact

-Narcotics Enforcement Team (NET) (formally NARCO)

Several additional organizations provide guidance within specialized areas, including:

-Oakland County Police Academy (training)

-Oakland County Drug Abuse Control (education)

-Traffic Improvement Association (studies and statistics)

-SEMCOG (planning and funding)

It is obvious from the above lists that law enforcement in Oakland County does not speak with a unified voice. Because of this environment, county-wide operating standards do not exist, departments are not aware of activities within other departments, full advantage is not taken of available sources of funds, unified planning is not accomplished and various other consequences are suffered.

Many of the reasons for the current situation are difficult to define and objectively substantiate. Each department within the county operates as a part of a unit of government. These units are responsible to the citizens of their jurisdiction to provide them with an adequate level of services and protection. The only county-wide police agencies, the Oakland County Sheriff's Department and the Michigan State Police, do not usually provide patrol and investigative services in the incorporated areas of the county which have their own departments unless specifically requested to do so. No agency, therefore, is operationally responsible to all of the citizens of the county.

The Oakland County government (i.e. Board of Commissioners) has only limited authority over the municipal governmental units and, through them, local police departments. Each unit of government is primarily concerned with activities and problems within its

own boundaries and generally not involved in those of other jurisdictions. This has led to the fragmented state of law enforcement which currently exists.

In order to affect required changes in the law enforcement community it is the considered opinion of the project team that a single focal point for all law enforcement agencies must be designated. This critical missing element must be acceptable to a vast majority of the community and have appropriate authority in order to be effective. Without such a focal point the probability for the successful implementation and operation of CLEMIS is extremely low.

6.2.2 Organization

This section, and indeed this entire document, does not address any requirement for change in the organization of law enforcement in Oakland County. The evaluation of whether or not any such change is needed is not within the scope of the activities of the project team. The organization that is the concern of this effort is that of the CLEMIS project.

A "communications gap" exists between Oakland County Data Processing (OCDP) and the police community. Because of their diverse backgrounds each of these participants in CLEMIS views the system differently and each works in an entirely different environment. This gap must be eliminated in order for the system to respond to the needs of the police.

One possible alternative is to move the development effort of CLEMIS from OCDP and place it under the control of another agency,

one which relates more naturally to the police environment thus eliminating the "communications gap". The project team cannot identify any such agency and therefore does not recommend this action. We feel that all parties concerned are aware of the problem and that measures can, and will, be taken which will provide a satisfactory solution. A modification of the present organization of the CLEMIS project is required, however, if the system is to be responsive to the needs of the law enforcement community.

6.2.3 Planning

CLEMIS must be a constantly evolving system. No system can remain stagnant if it is to continue to remain responsive to an ever changing environment such as criminal justice. The evolution of CLEMIS must be a planned and orderly activity.

Law enforcement personnel must have an active role in the endeavor. They are the individuals who will be able to judge the effectiveness of the system and identify areas that need modification.

Data processing personnel must also play a significant role in the planning function. Modifications require resources--men, machines and time. Police often do not fully realize the resources required to implement changes in a system like CLEMIS, even though the changes may appear to be of a minor nature.

During the System Design of CLEMIS the project team will require response to problems and decisions on specifications in a short time frame. Close coordination will have to be maintained between Police and OCDP personnel to ensure that this requirement is met.

6.2.4 Records

The records system maintained by the police agencies within Oakland County range from extremely good to non-existent. During the agency survey it was apparent that a majority of the departments' records systems are in dire need of revision. Among the most significant discrepencies noted by the project team were the following:

.Age - very few of the departments regularly purged their files. As a result, much of the data is now invalid and therefore the files do not provide accurate and timely information.

.Types - the number of files maintained ranged from 1 to 14. Some departments do not keep a record of arrestees while others have files that include animal records. There is not a single type of file which is being maintained by all departments within the county, according to the results of the agency survey. This absence of even a minimal level of consistency prohibits a free exchange of information between law enforcement agencies.

.Contents - Another major inconsistency noted by the project team is the difference between departments in the contents of a given file. No standard exists within the county as to what comprises a criminal history record or a case file or any other type of police record.

.Decentralization - Within some departments files are maintained by different sections. A detective bureau may keep a stolen property file while a registration section may keep a list of solicitors. This decentralization requires duplication of information to be maintained, offers little in the way of control and

protection, permits file maintenance by personnel with varying levels of training and wastes valuable man-hours in file searching. One of the most important implications of the decentralized, or unconsolidated, method of record keeping is that often the total history of a person or event is not maintained in a central location. A records check can therefore easily overlook significant points of information.

Not every discrepency was noted in every department, and in fact some departments had very good records systems. However the overall records environment within Oakland County law enforcement is in need of a major overhaul. A records system must be designed that will enable every department within the county to maintain the same information in the same way.

6.2.5 Management Data

Law enforcement officials within the county often lack vital information needed for planning, budgeting and the allocation of resources. The reasons for this are two fold; the data is not captured when it is available and the data that is recorded is not presented in a meaningful form.

The largest deficiency noted during the survey was the inability of most departments to provide a picture of their activities by time of day and day of week. These categories of data presentation are basic to the allocation of resources and analysis of police activity. Police are most frequently activated by a response to calls for assistance from citizens. Yet most departments in Oakland County do not formally record the time of a complaint, time of dispatch, time of arrival and time of clearance. The capturing of this data must be accomplished when the event occurs, not after the fact. An accurate

manpower utilization and resource allocation system uses these figures as the very basis for its processing and computations.

Case accounting is another area where information vital to effective police administration is missing in a majority of Oakland County agencies. Much has been written and said about the importance of tracking an individual through the criminal justice process. It is perhaps even more important to track a case through the police process. How many robberies are still open or "on the books" for 1968? How many suspects for auto theft were never brought to trial because the department "knew" who did it but could not prove it? What was the conviction rate in 1970 for prostitution? What was the hourly distribution of assaults in the first quarter of 1971? What was the nature of calls responded to in March, 1971 and how did they compare to March, 1970? An effective case accounting system can answer all of these questions, and the answers are all needed for proper identification of police problems and assistance in providing solutions.

Manpower accounting is a third area for which adequate information is not available. Private corporations constantly analyze their operations to eliminate overhead and thereby obtain more production for expended resources. Very few departments in Oakland County have even categorized their activities into the two basic groups of overhead and production. Prevention and patrol, criminal investigation, accident investigation, court appearance, administration, and training are all categories that should be included in police manhour accounting.

A standard argument against all of these procedures is that the department is small and that recording the data is too time consuming. First of all, no department is too small to institute good, sound management practices. Secondly, a well designed system will impose minimal overhead of its own and the data returned to the agency is well worth the small effort of input.

A good management information system can provide the police administrator with a total picture of his department's activities. Furthermore, this data can be presented in several levels of detail so that different levels of management can obtain the information they need to operate effectively. Law enforcement agencies in Oakland County need an information system with the capabilities as outlined above if they are to meet the problems of today, much less tomorrow.

6.2.6 Operational Data

The criminal justice community within Oakland County does not currently have access to a centralized bank of data on the persons they are dealing with. LEIN, NCIC, LEADS and similar systems maintain information on persons currently of interest to the police (i.e. wants and warrants) but no single repository of criminal history and current status is available to county agencies. The status of persons incarcerated in local lock-ups and the County Jail, on probation or parole, undergoing trial or appeal, scheduled to appear as a witness or having any other status within the criminal justice process should be available to all interested and authorized agencies. Past records of contacts--be they warnings, traffic summonses, arrests or unofficial

actions--should also be available to assist officials in determining the proper action to take when a new contact is established.

Criminal history systems are currently in planning and/or development by the State of Michigan and the Federal Bureau of Investigation. No meaningful evaluation can be made as to the degree that the state and federal systems will satisfy the requirements of Oakland County until detailed information on these systems becomes available.

The FBI system is scheduled to become operational in November, 1971 and will probably utilize the concept developed during the SEARCH project. The Michigan State Police are planning on converting approximately 50,000 records of state felons for entry into the NCIC Criminal History System. The development of the Michigan Criminal Justice Information System (CJIS) is currently in a state of suspension. The Michigan Office of Criminal Justice Programs, in conjunction with other state and local criminal justice agencies, is currently in the process of evaluating various alternatives and formulating a decision as to the most effective method of developing a state-wide CJIS program.

Because of the lack of definite information describing the NCIC Criminal History System and CJIS, the project team could not consider the characteristics of these systems in outlining the requirements and concept of CLEMIS. It is realized that these systems will have a significant impact on the design and implementation of CLEMIS.

Information concerning the nature and specifications of at least the NCIC Criminal History system is expected to be avail-

able during the system design effort of CLEMIS. As this data is furnished to the project team, the concept and design of CLEMIS will be modified, as required.

The operational data needs of law enforcement personnel in Oakland County are varied. Officers in the field require data on stolen vehicles and property and wanted persons. Duty officers need to know what prisoners are scheduled to appear in court. Youth bureau personnel should be aware of a juvenile's prior history before deciding on action. CLEMIS must meet these needs but only when they are not being met by other systems.

There is no requirement within CLEMIS to maintain the information which is included within LEIN, NCIC, CJIS or any other system as long as this data is available to the law enforcement community in an efficient manner. The requirements of CLEMIS are to supplement this available operational data with information which is only available, and of interest, to the local agency level. There is a definite requirement for this type of information within Oakland County and the concept of CLEMIS must satisfy this need.

6.2.7 Characteristics of CLEMIS

In order to satisfy the need for information within the law enforcement community CLEMIS must possess the following characteristics:

- -Responsiveness
- -Flexibility
- -Reliability
- -Security

Responsiveness - Information is needed at different times by different people. The Chief of Police may require a departmental property inventory on an annual basis for budgetary purposes while a Youth Bureau Officer may need a juvenile's past record in a matter of minutes to aid him in reaching a decision regarding disposition. CLEMIS must be able to supply data to law enforcement officials when it is needed.

As important as supplying information on a timely basis is presenting the data that is needed. A system that will quickly supply useless data is not of much value. Each type of law enforcement official deals with different types of data and CLEMIS must include all of the types that are needed.

Responsiveness also means that CLEMIS must present data in a usable format. Requiring administrators to add figures, compare data in different parts of a report or otherwise manipulate the information is not being responsive.

CLEMIS must therefore present the information that is needed when it is needed, and in a usable format.

Flexibility - Law enforcement has changed drastically in the past few years and more change is looming in the future. If resources are to be applied to develop a tool then that tool must be able to adapt to change. As new techniques are developed both in law enforcement and data processing, CLEMIS must be able to take advantage of them without reaccomplishing the entire system. CLEMIS must therefore be designed and implemented in a manner which will permit modifications to be made with minimal effort.

Reliability - As CLEMIS becomes operational and goes through a "shake-down", it will become more and more acceptable to the law enforcement community. When this acceptance takes place, activity on the system will increase and the agencies will become more and more dependent upon the information available. For this reason steps must be taken to insure that CLEMIS will be available when needed. An automated system is vulnerable to many types of failure. Power, equipment, communications and other components which are involved in a system are all subject to becoming inoperable. CLEMIS must be configured and implemented so that no single component failure can down the entire system.

Security - CLEMIS will contain a large amount of sensitive information. Data on departmental activities, arrest records, and other confidential information must be protected from unauthorized access. This protection must be imposed at both ends of the system. The police must protect the source data and the method that is used to access the system (e.g. terminal). OCDP must ensure that inquiries and updates are accepted only from an authorized source. This includes the protection of data only applicable to one department from access or change by another department. OCDP also has the responsibility to protect the computer facility from destruction. Anti-police movements have destroyed, and attempted to destroy, computer systems which are used for law enforcement applications. This must not be allowed to occur in Oakland County. The police and OCDP must jointly develop procedures which will warrant that CLEMIS is a secure system.

6.3 SUMMARY OF REQUIREMENTS

To meet the problems of law enforcement within Oakland County the police agencies have had to change. New equipment, new techniques and new procedures have all been adopted by these departments so that they could be more responsive to the needs of the citizens.

The development of CLEMIS will provide these agencies with another tool to assist in performing their missions. To obtain this tool these agencies will have to adopt still more change. At the same time, CLEMIS must provide enough benefits to justify this change.

The requirements of both CLEMIS and the police have been presented earlier and are summarized in the following paragraphs.

.FOCAL POINT - A single focal point for all law enforcement agencies must be designated. Without such a focal point the probability for the successful implementation and operation of CLEMIS is extremely low.

.ORGANIZATION - A modification of the present organization of the CLEMIS project is required if the system is to be responsive to the needs of the law enforcement community.

.PLANNING - Organized planning of law enforcement programs, especially as related to expansions and modifications to CLEMIS, must be carried out on a regular basis.

.RECORDS - The overall records environment within Oakland County law enforcement is in need of a major overhaul. A records system must be designed that will enable every department within the county to maintain the same information in the same way.

.MANAGEMENT DATA - Law enforcement agencies in Oakland County need an information system that includes event, case and manpower accounting capabilities with several levels of reporting detail.

.OPERATIONAL DATA - CLEMIS must not duplicate information which is available through other systems but must supply data which is only available, and of interest, at the local agency level.

.CLEMIS CHARACTERISTICS - In order to be responsive to the needs of law enforcement CLEMIS must be simple to use, reliable and flexible and must provide operational and management information in responsive time frames.

The preceding pages have defined the requirements of CLEMIS and the environment in which it will operate. The section which follows provides the recommendations of the project team to satisfy these requirements.

SECTION 7

RECOMMENDATIONS

7.1 INTRODUCTION

The previous sections of this document have described the criminal justice community that currently exists within Oakland County and presented a list of requirements for improving the information available to law enforcement agencies. This section deals with specific recommendations as to how these requirements can be satisfied.

The requirements outlined in the previous section were grouped in the categories of Focal Point, Records, Management Data, Operational Data, Organization, Planning and Characteristics of CLEMIS. The recommendations to satisfy requirements have been grouped into categories of Organization, Standards, Uniformity and Information.

The recommendations regarding organization are concerned with the requirements related to a focal point of Oakland County law enforcement, planning and the structure of the CLEMIS project. The points raised in this category are limited to the organization of law enforcement within Oakland County as it directly relates to the CLEMIS Project. As stated earlier, this document does not address the problem of whether or not any general change in the organization of law enforcement in Oakland County is required.

The section describing the recommendations for standards within law enforcement encompasses topics such as records and procedures. The discussion is limited to the standards required for the successful implementation and operation of the system. While other standards may be required within the County, they are not within the scope of the current effort.

The recommendations concerning uniformity are directed at the operational interfaces between the police departments and the CLEMIS system. In order to utilize CLEMIS the departments must agree to abide by a set of system rules and procedures. These uniform methods must be jointly developed between the departments and OCDP, and will cover areas such as forms, communications, training and reports.

The final category in the recommendations is concerned with the concept of the automated information system. This section is really the topic to which all the activities of the Requirements Analysis have been directed. Within this section recommendations are made as to the mode of operation of CLEMIS, the files, inputs and reports which will be used in the system and related topics. Wherever possible, alternatives have been presented so that the concept of CLEMIS, which is finally adopted, can be the result of a careful evaluation of all choices.

The recommendations contained within the remaining pages of this section have been carefully thought out so that they present a reasonable and realistic set of actions which can be taken by the agencies within the County to improve the exchange of information between law enforcement departments. Section 8 contains a discussion of some of the resources required to implement these recommendations and Section 9 discusses the impact that will be made if these recommendations are adopted, and the consequences of no action being taken.

7.2 ORGANIZATION

Several recommendations are presented within this section to satisfy the requirements for a focal point for law enforcement within Oakland County, planning for the constant evolution of CLEMIS and the organization of the project. First, it is recommended that each agency which elects to utilize CLEMIS be required to agree that the Advisory Committee will have the final decision as to the characteristics of the system. Second, it is recommended that the size of the Advisory Committee be reduced to a number which will be more effective in making operational decisions. Third, it is recommended that each member of the Advisory Committee be designated as representing a definite set of law enforcement agencies. These agencies would select the individual that will represent them on the Advisory Committee. Fourth, it is recommended that the position of CLEMIS Coordinator be established within the project team. Finally, it is recommended that the individual who is appointed by the County to direct the function of law enforcement coordination and planning be utilized as a consultant to the Advisory Committee.

As the system design of CLEMIS is accomplished, and the system is implemented and becomes operational, decisions will have to be made with regard to the characteristics of each aspect of CLEMIS. The project team does not feel that OCDP should be charged with making these determinations

because the first phase of CLEMIS is a law enforcement system and law enforcement officials are the most knowledgeable as to the characteristics of the system they need and desire.

These decisions must be made by a single individual, or a unified body. Effective decisions cannot be rendered by a group of independent persons. It is recommended that the CLEMIS Advisory Committee be charged with making these determinations and that any user of the system be required to agree to abide by the decisions of that Committee.

As CLEMIS goes into Phases II and III, dealing with Courts and Corrections, the structure of the Advisory Committee must be changed to encompass representatives from these segments of the criminal justice community. At the same time, the size of the committee must be kept to a number which can be reasonably expected to review the characteristics of the system, presented by the project team, and render appropriate decisions. The CLEMIS Advisory Committee is presently made up of eighteen (18) members, most of which represent the law enforcement segment of the criminal justice community. It is recommended that the Advisory Committee be restructured so that all elements of the criminal justice community are represented and that each segment of the community be designated as a sub-committee.

In this manner, officials knowledgeable and interested in a particular segment of the criminal justice process will serve on CLEMIS Advisory Sub-committee specializing in that segment. The members of the sub-committee could review the characteristics of CLEMIS concerning their area, as presented by OCDP, and make recommendations to the full committee. In order for this recommendation to be realistic the size of the total committee should not exceed the current size (18), and therefore the size of the Law Enforcement Advisory Sub-committee should be reduced. It is recommended that the Law Enforcement Sub-committee be composed of a maximum of seven (7) members.

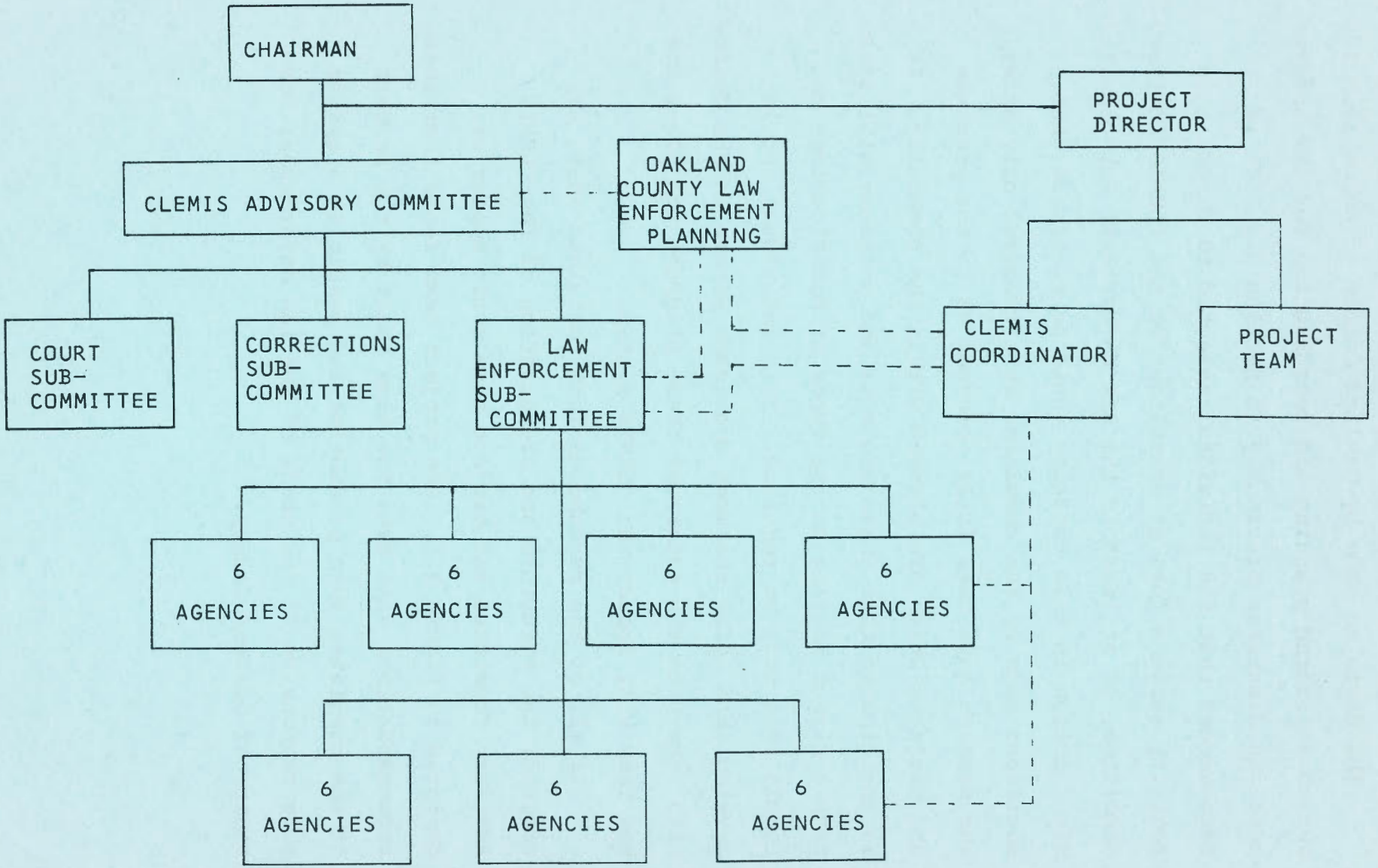
It is further recommended that each of these members be designated as representing specific law enforcement agencies within Oakland County. Based upon the number of law enforcement agencies within the County, each member would serve the interests of approximately six individual police agencies. It is also recommended that each group of agencies select the individual that will represent them on the sub-committee and that these individuals serve a term of one year. This structure will ensure that the interests of every law enforcement agency in Oakland County are represented at the sub-committee, whether or not the particular agencies are users of the CLEMIS system. It will also ensure that the size of the sub-committee will be a workable number for the purposes of evaluating the characteristics and rendering timely decisions.

To alleviate the problem of communications between OCDP and the law enforcement community it is recommended that a CLEMIS Coordinator be appointed. This individual should be an employee of Oakland County and would report directly to the CLEMIS Project Director. The functions of this individual would be to assist the law enforcement agencies which are utilizing the CLEMIS system to obtain the maximum benefits from the system's capabilities. His duties would include briefing law enforcement administrators on the characteristics of the system, training terminal operators and other administrative personnel and keeping law enforcement agencies in Oakland County informed as to the status of the system.

In addition to working directly with the system users, the Coordinator would have the duties of maintaining liaison with the systems to which CLEMIS interfaces (e.g., LEIN and DETECTS) and contacting agencies within Oakland County that do not utilize the CLEMIS system. This last function would be for the purpose of indoctrinating these agencies to the system capabilities and methods of operation. To properly carry out these functions the individual selected must be able to relate to both law enforcement officials and data processing personnel. He must be capable of explaining the problems of each type of agency to the other. The Coordinator will serve as the day to day liaison between the users and operators of the CLEMIS system.

The decision made by Oakland County to accomplish its own consolidated planning and coordination for law enforcement was discussed previously in Section 3.2. It is recommended that the individual selected to direct this activity serve a role of consultant to the CLEMIS Advisory Committee, or at least to the Law Enforcement Sub-committee. His function in this capacity would be to insure that decisions made by the committee were rendered only after the members have been fully informed as to the programs and projects which are planned within the community. It is anticipated that these projects and programs will often have a direct bearing on the types of modifications to CLEMIS that will be required. This individual should develop into being the most cognizant person in the County with regard to the nature of these programs and plans and how they will impact the CLEMIS system.

If all of the recommendations contained above are adopted, the structure and organization of the CLEMIS Advisory Committee and project team would appear as depicted in Figure 7.1. The project team feels that these recommendations will make the time spent by the members of the committee more productive and result in a system more responsive to the needs of the law enforcement community of Oakland County.



RECOMMENDED PROJECT ORGANIZATION

FIGURE 7-1

7.3 STANDARDS

As noted earlier in this document, the records systems within the police agencies of Oakland County are of a widely divergent nature. It was also noted in the requirements definition that CLEMIS will depend upon a set of minimum standard records. There are two alternatives to resolving this apparent conflict. The first is for the police agencies in Oakland County to maintain both their current records systems and an additional set of records required by CLEMIS. The second alternative is for these agencies to revamp their records systems so that only one set of records need be maintained. It is the recommendation of the project team that the second alternative be adopted.

Specific recommendations cannot be made at this time as to the nature of a standard record system for CLEMIS participants. These recommendations are dependant upon the specific characteristics of CLEMIS which are selected. Section 7.5 contains the recommendations of the project team concerning these characteristics but also presents a number of alternatives. No specific recommendations can be generated regarding the standardized record system until the final selection of characteristics is made, and details of the design are specified.

It is the recommendation of the project team that when the characteristics of CLEMIS are decided upon, a survey and

study of Oakland County law enforcement records systems be initiated, to encompass those agencies which will participate in the CLEMIS System. The study should cover all aspects of manual records-keeping within these agencies.

File organization, storage media, administrative procedures and operational characteristics must all be considered in the study and design of an improved manual records system. The needs of the law enforcement agencies, as well as the capabilities of CLEMIS, must be coordinated to insure that the standardized records system can supply needed information in the event that CLEMIS is not available, and that resources are not expended on maintaining unnecessary information.

One alternative which the study should investigate is the feasibility and desirability of establishing a central records bureau within the County. An analysis of the needs and resources of each department may indicate that a consolidated records section is the most economical and operationally desirable system which can be employed. It is not suggested that this conclusion will be reached as a result of the study, but only that the alternative should be thoroughly investigated and all advantages and disadvantages thoroughly documented.

The recommended study of the records systems within Oakland County law enforcement should result in a document which will detail the current systems of each department

and present alternative suggestions for improvement. The study should also present the recommendations of the personnel who conduct the study. The decision as to whether or not to implement the recommendations would rest entirely with the law enforcement agencies of Oakland County. The system that is adopted will depend entirely on the results of the study and the response by these agencies. The project team makes this recommendation only for the purpose of establishing a standard for records systems within the County that will satisfy the requirements of CLEMIS.

In addition to a records system, certain procedures must also be standardized. For example, in order to accomplish resource allocation and manpower utilization analysis, each department must record the time that each complaint is received, the time a unit is dispatched to answer each complaint, the time the unit arrives at the scene and the time the unit clears the scene. An investigation report must also be submitted on every complaint received by every department. In the case of unfounded complaints or events of a minor nature, (e.g. escorts and other services) this report must require minimal effort.

A complete description of required procedures must be specified as one of the functions of the system design effort of CLEMIS. These procedures cannot be generated at this time due to the fact that the characteristics of

CLEMIS have not yet been determined and decisions have not been reached as to the exact nature of the information required by the system. The specification of these procedures must be a joint law enforcement and OCDP undertaking, so that each participant can express the needs and impact of his environment.

It is recommended that the CLEMIS Advisory Committee be empowered to determine the uniform records system and standardized procedures which must be implemented by participants of the CLEMIS system. While the requirements for these actions currently exist in many agencies within Oakland County, they have not been accomplished because of factors such as lack of manpower, centralized control and impetus. The implementation of these standards will be required for successful operation of CLEMIS and only strict enforcement by a central body such as the Advisory Committee will insure compliance by CLEMIS participants. It is the opinion of the project team that the adoption of these measures will serve both to establish standards for CLEMIS as well as improve the internal operations of law enforcement agencies within Oakland County.

7.4 UNIFORMITY

It is technically possible for each law enforcement agency in Oakland County to have its own unique set of processing tasks to be accomplished by a single computer. The size of a computer configuration capable of functioning under this concept would be enormous. The project team does not recommend that this type of system concept be adopted within Oakland County for economic and operational reasons.

A computer is a device which is designed to accomplish a large number of iterations of a varying number of repetitive tasks in a short period of time. One of the keys to the effective use of a computer is to minimize the number of repetitive tasks which must be accomplished. Through programmed control, the processing section of the computer must determine which task to accomplish. This determination imposes overhead burdens upon the processor. As the number of tasks increases, and the overhead rises, more "processing power" must be applied to keep up with the demands.

The alternative to a system of this nature is a single set of processing tasks which are performed for all users. This type of system requires much less computing power capability and is therefore much more economical. The major disadvantage to this concept is that it requires a uniform set of capabilities be utilized by each department.

It is the recommendation of the project team that CLEMIS be a single set of processing tasks and that the participating agencies within the County adopt a uniform set of data interfaces to the system. These interfaces will be composed of elements such as forms, reports, codes and files.

The adoption of uniformity will require departments to shed a degree of autonomy. While agencies may be reluctant to give up a measure of their independence, this action is the only way in which CLEMIS can be economically justified. The choice is obvious between implementing a single system with uniform data interfaces, or a set of multiple systems with unique interface.

Section 7.5 describes the information system which is recommended by the project team. Included within this description is a list of recommended files and reports to be maintained and produced by CLEMIS. The exact layout of each input form, terminal format, file and report will have to be specified, and agreed to by the law enforcement community, during the design portion of the project.
It is the recommendation of the project team that a single set of all data interfaces be specified and approved and that each participant in CLEMIS be required to adopt this set of components.

If CLEMIS is designed to satisfy every single requirement of every single agency it will be a fragmented

set of processes rather than an integrated and consolidated system. The recommendations previously described will permit the adoption of a uniform set of data which will satisfy a uniform set of requirements of law enforcement agencies. Specialized requirements of specific organiqations and agencies will remain the responsibility of those units. CLEMIS cannot economically operate as "all things to all people". Uniformity is one of the critical factors which will determine whether or not CLEMIS can operate effectively, efficiently and economically.

7.5 INFORMATION SYSTEMS

As previously discussed, the law enforcement agencies within Oakland County are local, autonomous units functioning to best satisfy the needs of their individual jurisdictions. CLEMIS will enhance the exchange of information between these departments. To facilitate this exchange, some standardization must evolve among the departments, further expanding the capabilities of some agencies. CLEMIS will provide Oakland County with a catalyst for change. It will encourage the solving of information problems which exist not only in the law enforcement area but in the judicial and correctional fields as well. CLEMIS will serve as the building block for a total criminal justice system for Oakland County.

The first portion of CLEMIS will provide an information system for law enforcement agencies. Any information system involves the presentation of data in a required time period. If either the presentation or the response time is not satisfactory to the user, the system will not satisfy his requirements. An information system can, after satisfying the initial set of user requirements, enable the user to expand the range of information available, thereby facilitating more efficient operation.

It is recommended that the CLEMIS system be automated rather than manual. The capabilities of the manual type of

system are greatly restrictive in nature. It is true that both types of systems can provide information, will cause some standardization among departments and provide files for data storage. At this point the similarity ends.

As an automated system CLEMIS can supplement existing systems such as LEIN, NCIC and TIA, but should not provide redundant information. A computer-to-computer linkage with LEIN is one method for CLEMIS to provide data concerning wanted persons, stolen property, and driver registration. In this way, an officer can obtain the information he is currently using, as well as additional data, through one automated system; CLEMIS.

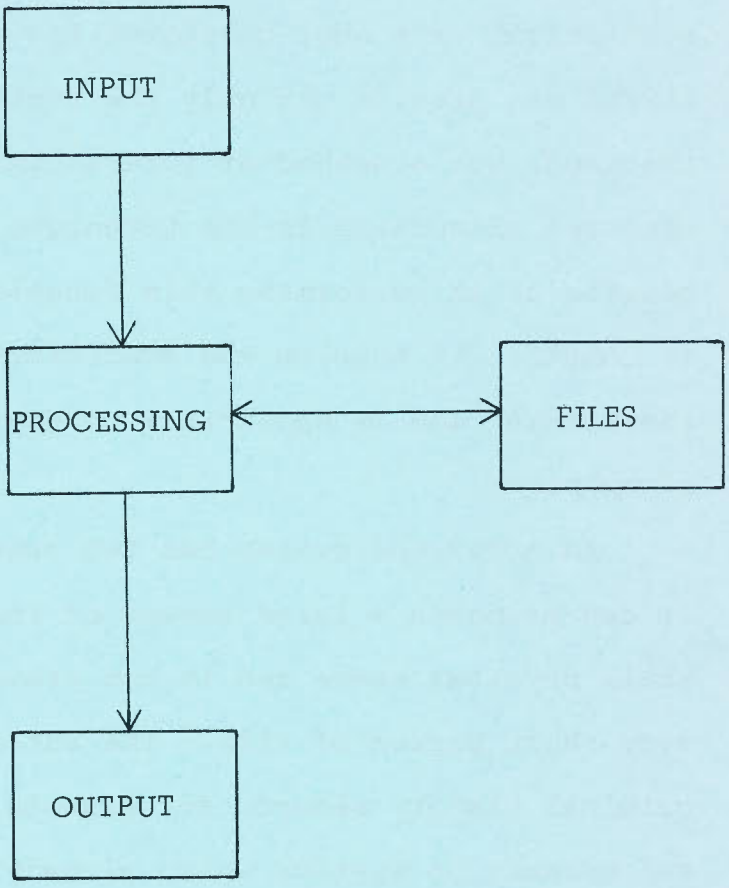
During the period of time needed for the design of CLEMIS, the capabilities of existing systems may be enhanced to contain additional information. As an example, NCIC is scheduled to provide criminal history capability. However, data which is only of interest to local departments and not available on state or federal files should be stored within the CLEMIS system.

The exchange of messages among the departments within Oakland County will also be facilitated by an automated system. The capability of CLEMIS to handle these messages will relieve LEIN of intra-county communications traffic. CLEMIS will expand the inter-departmental exchange of information and ideas by providing this capability to all system users.

The lack of management information concerning police operations will be alleviated by CLEMIS. An automated system will provide Oakland County with new and improved management tools. In order for a Management Information System to properly function, large amounts of historical statistical data must be stored for analysis and reporting. CLEMIS can provide not only the statistical information required, but a method of forecasting future situations. Resource allocation is one technique that has proven beneficial in performing this function and can be included in CLEMIS. It enables the administrator to "look into the future" and is applicable to departments at any level of manpower.

An automated system has two outstanding attributes; it can maintain a large amount of information in a relatively small physical space and it can provide a response in a very short period of time. The retrieval of a complete criminal history record, for example, takes from two to ten seconds on systems which already exist. Based on the above discussion, it is recommended that CLEMIS be designed as an automated system operating 24 hours a day, seven days a week.

Any information system, manual or automated, is comprised of four separate elements; input, processing, data files and output; as shown in Figure 7-2. They must fit



GENERAL INFORMATION SYSTEM STRUCTURE

FIGURE 7-2

together properly in order for the system to function as designed. These parts are totally dependant upon each other; the degrading of one will degrade the entire system.

-The input media has an effect upon the time period required before the system can incorporate data into existing files. The content of the input information also has an extremely important impact. The information must be presented to the system in a standard way to assure minimum processing time and ease of use. The input must include information wide enough in scope to provide the system with all required data.

-The processing portion of the system is concerned with the dissemination of the input information within the system for immediate or later use. It includes the performance of editing functions, formatting of data, creating responses, mathematical processes and logical data manipulations. It must be designed to provide the user with the information he requires.

-The data file component provides storage facilities for information which will be used at a later time. The files must be designed to store information required by the processing element, and provided by the input media.

-The output section of the system provides the user with the information he needs in the format he desires. The media used for the output depends upon the system

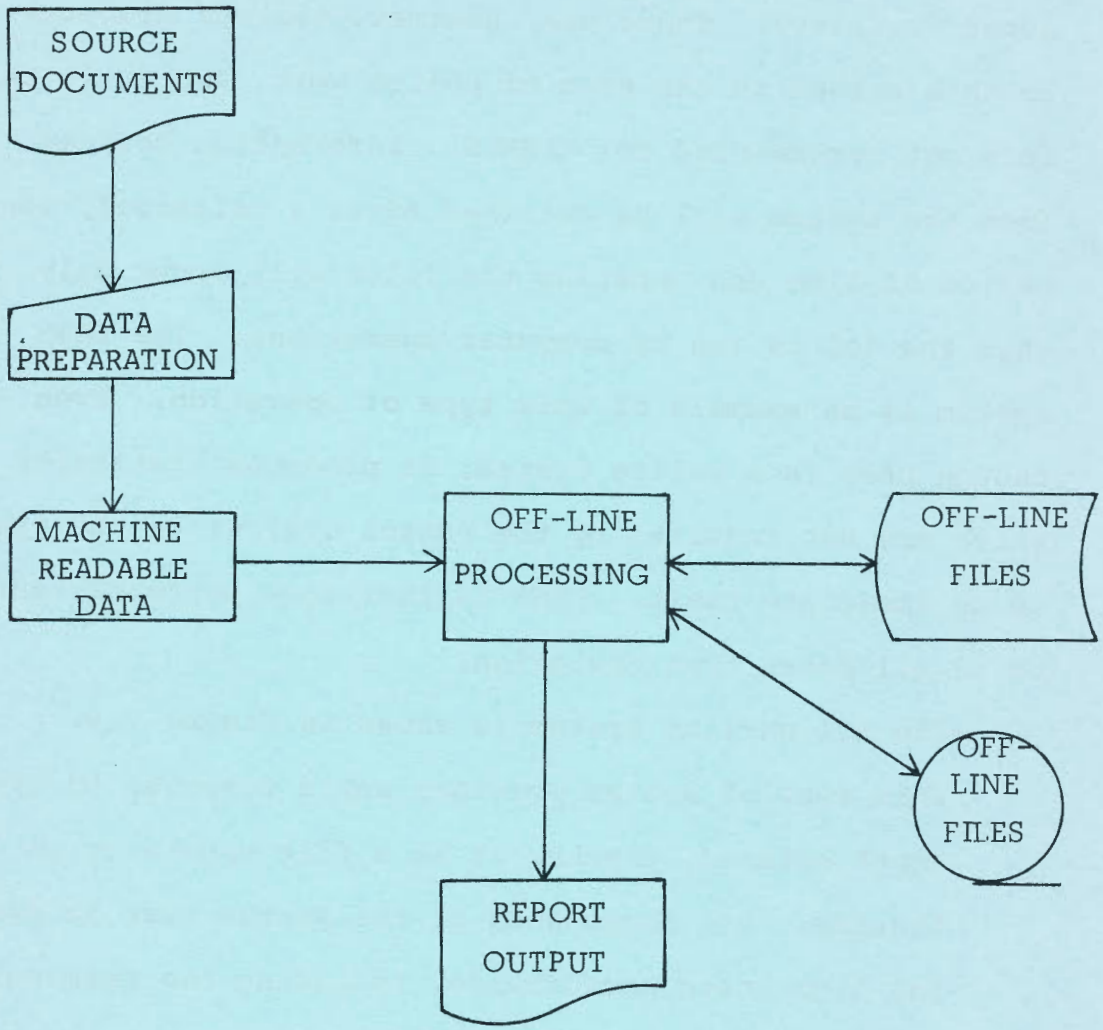
design and user requirements. It is the output section which provides the final products of the system.

The following pages discuss each of the elements which comprise a system as well as various modes of operation. In each case alternatives are presented and the recommendation of the project team is specified.

7.5.1 Operational Concept

In recommending the operational concept for CLEMIS, the first consideration was the desirability of using each particular method of system operation in a police environment. When this constraint was applied, four possible methods evolved; all "batch" (off-line) input and processing, all on-line input and processing, all on-line input with on-line and batch processing, and on-line and batch input and processing.

-The all batch system is diagrammed in Figure 7.3. This system uses reporting forms as its primary source of data. The data is edited, corrected and coded (or typed) for conversion into a media acceptable to machines, such as punched cards, optical character recognition (OCR), and mark-sense equipment. When the data has been prepared it is read by the machine, either immediately or on a scheduled cycle. The computer processes the data according to a set of predefined instructions and, if applicable,



TOTAL BATCH SYSTEM

FIGURE 7-3

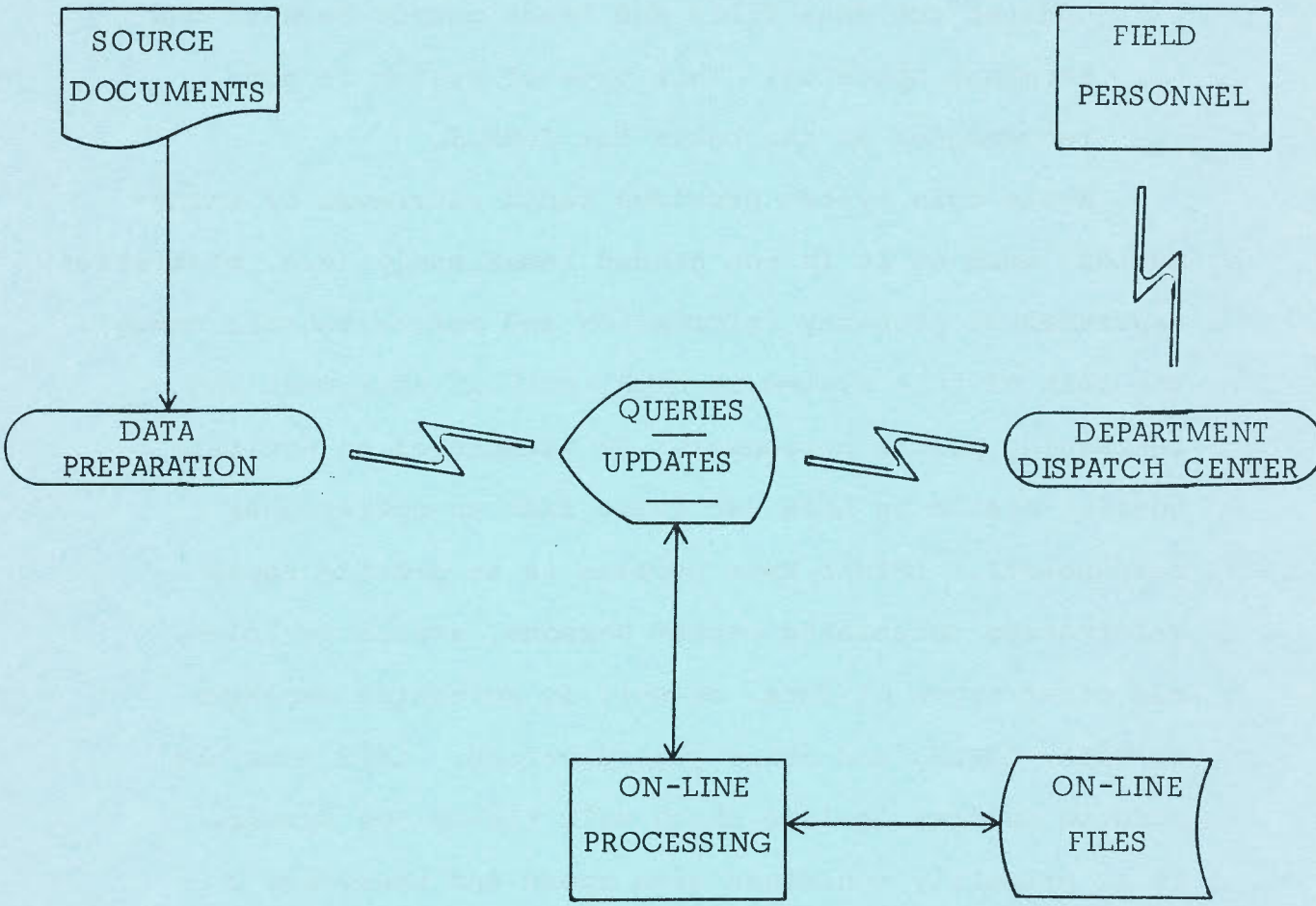
produces an output report.

This type of system has advantages in that it is relatively inexpensive to install and operate, and requires little retraining of police personnel (except at the computer facility). There are, however, serious drawbacks to this method in the area of police work, and it is therefore not recommended for CLEMIS. Information desired from the system will be obtained after a relatively long period of time and updating the files will occur only when the job is run by computer operations. The LESS system is an example of this type of operation. Even though LESS is a police system, it produces statistics which are not required by the patrol officer in the field on an immediate basis. LESS is therefore perfectly suited to an all-batch type operation.

-The all on-line system is shown in Figure 7.4.

This type of system provides rapid response to every input entered, whether it is a file update or an inquiry. All components of the system must be designed for high-speed performance, including the terminals and file storage media. This system operates with all input transactions entered via a terminal (e.g. video display unit, teletype, and/or a "hardcopy" unit, which resembles an electric typewriter).

The forms used to record information must be designed



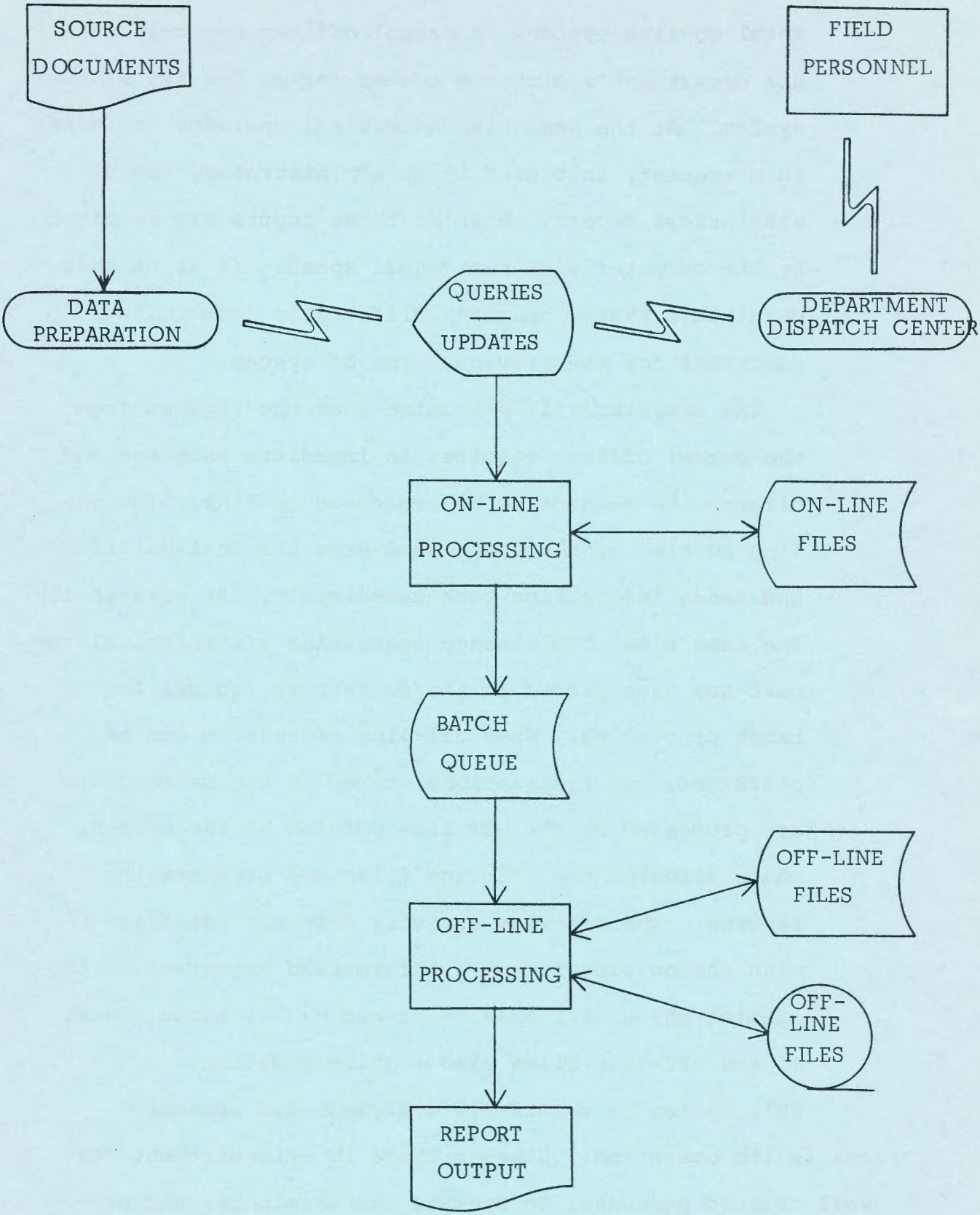
TOTAL ON-LINE SYSTEM

FIGURE 7-4

to facilitate the entry of data through the use of this terminal. The central processor interfaces with each of the terminals and will receive any message entered by the terminal operator. The processor then manipulates the information, retrieves and/or updates the data files and sends output back to the terminal operator. This type of system is not recommended as the basis for CLEMIS.

While this system provides rapid retrieval of information, much of it is not needed immediately (e.g. statistics, departmental property information and police vehicle usage). The cost of this system is high, both in equipment and retraining police personnel. An example of an entirely on-line system is LEIN (at least from an operational standpoint). LEIN's main purpose is to provide rapid information concerning wanted persons, stolen vehicles, and other types of data, as well as switching messages to NCIC, LEADS, and other jurisdictions. LEIN does not produce reports on-line which will tie-up the system. It is primarily concerned with speed and therefore a totally on-line method of operation is mandatory.

-A system having on-line input entry with both on-line and batch processing is the third system configuration considered for CLEMIS. This system is depicted in Figure 7.5. The input method



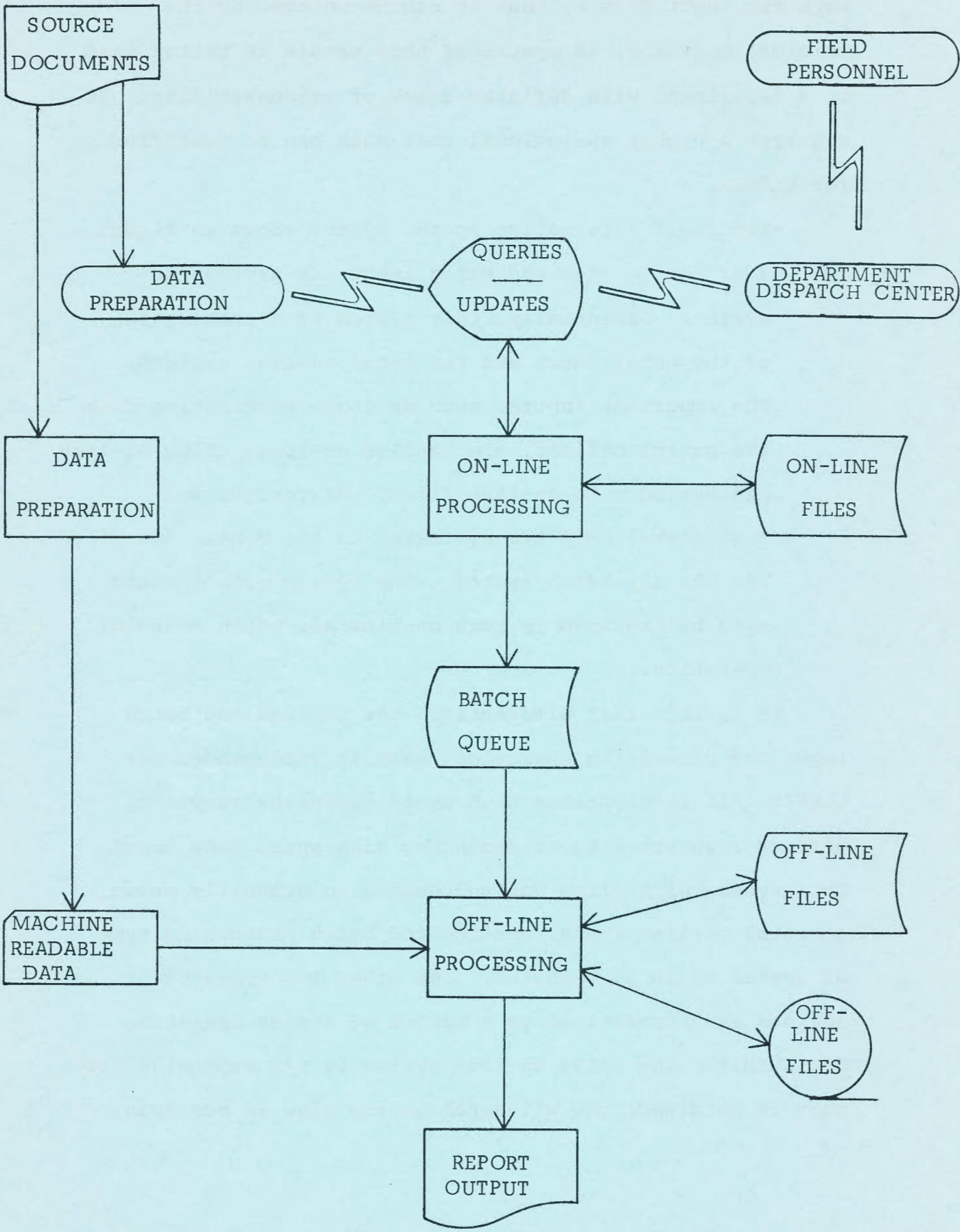
ON-LINE ENTRY WITH ON-LINE / BATCH PROCESSING

FIGURE 7-5

pare the input form so that it can be entered by the terminal operator. A system of this nature is better used by a department with definite areas of responsibility. It requires a higher operational cost than can be justified for CLEMIS.

-The final alternative is the system shown in Figure 7.6; the on-line and batch input and processing system. Essentially, this system is a combination of the total batch and the total on-line systems. The important inputs, such as those originating from the patrol officer, are handled on-line, using on-line processing with on-line files. Historical and statistical data are processed in the manner described for the all-batch system. The system output would also be produced in both on-line and batch modes of operation.

It is this last alternative, the on-line and batch input and processing operation, that is recommended for CLEMIS. It incorporates high-speed responses to patrol officer requests without demanding high-speed data input. This system will allow Oakland County to gradually move to total on-line input, on-line and batch processing type of system as it is required. The other two types of systems are impractical as a method of system operation for CLEMIS. The total on-line system is too expensive for what is obtained; the all-batch is too slow in providing



ON-LINE / BATCH ENTRY AND PROCESSING

FIGURE 7-6

information.

The cost of the systems ranges from the high-cost total on-line system to the relatively inexpensive total-batch system. The total on-line input, batch and on-line processing system would be more expensive to Oakland County than the recommended system because of the need for more people to process data and operate the terminals, and the requirement for additional processing power.

The recommended CLEMIS system would not eliminate the need for several LEIN terminals to be retained in the County. The availability of these terminals, operating independently of CLEMIS, will assure all agencies access to LEIN, LEADS, NCIC, and SOS, regardless of the operational status of CLEMIS.

7.5.2. Input

The input method used by the CLEMIS system must be consistant with the required response time. The operational environment of the files also plays an important role in determining the most effective input method. Input starts with the writing of data on a form, or by the request for information by an individual (by radio or form), and ends with the data being entered into the system. The total input process may involve seconds (a request from a patrol officer) or hours (a report request put on a form and keypunched at night). CLEMIS must be designed to handle various inputs on-line and others in a batch mode.

The on-line input environment is dependent upon terminals and response time requirements. The terminals that can be used for on-line input consist of video display units, hardcopy terminals and a combination of both.

The video units have greater speed when error correction is required because of the short time needed for the display of messages. However, a permanent copy of information cannot be obtained unless the system stores the information or a printer is connected to the video terminal. Use of these terminals requires formatting messages so that valuable computer time is not spent trying to sort the information. However, the computer can assist the operator of this type of terminal by displaying the format of each type of message, and thus only require the blanks to be filled in. Man-machine interface is established by this technique, which is analogous to programmed instruction. This type of terminal concept is recommended for CLEMIS.

On-line input can also be used for batch processing, as mentioned earlier. In this situation the request initiated by the operator will be stored in a queue for later processing. Otherwise, the input entry is immediately serviced by the on-line portion of the system.

Off-line input requires forms which are designed to facilitate the conversion of information to a machine readable format. The forms must be standardized if one agency, such as the staff of OCDP, is to do the tran-

scription. If each department does its own, the forms need only to be standardized within the department, but the machine readable output must be uniform throughout all users. Machine readable data includes that prepared on punched cards, for mark-sense and optical character recognition equipment.

A transportation method must be established to get either the forms or the machine readable data to the computer facility. The transfer of material to the computer facility for batch input should be done by a scheduled courier to aid in standardizing data preparation within the departments and facilitate efficient off-line operations. Once machine readable data is at the computer facility it will be entered into the computer at a pre-specified time. It is recommended that this capability also be incorporated into CLEMIS.

Messages directed to LEIN, NCIC and LEADS should be entered on-line to obtain a minimal delay in their processing. This concept is not dependent on the methods of interfacing with LEIN which are discussed later.

The police personnel play a critical role in providing input to the system. Efforts must be made to minimize errors in placing data on the forms, keypunching or typing, and entering information through a terminal. Training programs and evaluation techniques should be established to correct problem areas.

Recommendations in the area of input units depend greatly upon the file configuration. Initially on-line input, preferably in the form of a video display unit, should be available at each department to process requests from patrol officers. Off-line input, using forms and punched cards, is recommended for other data. Eventually, as new requirements develop and additional files are placed on-line, more on-line terminals of varying types may be desired.

7.5.3. Files

The files used by CLEMIS are discussed for both the on-line and batch environments. Files for which CLEMIS has no requirements include wanted persons, stolen and recovered vehicles, and stolen and recovered property; they are all accessable through LEIN and/or NCIC. A Traffic Accident File is also not required because it is kept by TIA, and Driver's Registration and License Files are maintained by the Secretary of State (and are accessable through LEIN). After excluding all of these, the data needed locally has been grouped in the following files which are recommended for CLEMIS:

-Case History File: To be used to retain a complete record of offenses and events, from the complaint through the investigation and disposition. The sources of data from this file are field investigation reports, accident reports, arrest forms and court

dispositions. The file is used to produce various management reports and lists of cases, by status and type.

If this file is used on-line it will require an excessive amount of relatively expensive disk storage. Since the immediate need for event-oriented information is usually not a requirement, this file is better used in an off-line (batch) mode for both input and retrieval of information.

-Geographic Location File: This file will contain information needed by resource allocation (discussed later). Included within this file are patrol numbers and locations; information on streets, districts and sections; and other pertinent data. It is recommended that the data generated by the Michigan State Police for MALI be procured as a source for this file.

The location file will be used only to generate reports and is therefore not required in an on-line capacity, until such time as resource allocation is also accomplished on-line. Once established, there should be little updating to the file and when it is required, it should be done off-line.

-Person File: This file is composed of elements dealing with individuals. Identification information such as aliases, address, FBI number and miscellaneous numbers

will be kept in this file, as will case number(s) associated with the individual, registrant information and information concerning arrests. This file has use in both on-line and batch modes. It is from this file that the patrol officer will receive a rapid return of information regarding current status and criminal history. However, when an individual is no longer considered "active" by the police, the information should be moved to the off-line file for storage.

By having two Person Files, the on-line file can be kept as small as possible, minimizing costly storage and retrieval time. Input to both files can be on-line, or the input to the off-line file can be accomplished in batch mode.

-License File: To be used to keep a variety of registrant information. This file, however, will not include the driver's licenses which are already stored by the Secretary of State's system. Licenses for taxi operation, alcohol distribution, carrying concealed weapons, dogs, solicitors, school bus drivers, guns, and other licenses of interest will be maintained for access by all jurisdictions. This file should be kept in an off-line environment with reports generated as required. Information on certain permits

and registrations will also be contained in the Person Files (e.g. guns and CCW). Input to this file can be done off-line.

-Personnel File: Designed for use by department administrators. It will contain information on each member of each department; including name, employee number, department number, shift, hours utilized, squad assignment, mileage and activities. It is used for report generation and should therefore utilize off-line input and processing.

-Statistical File: This data should be maintained off-line to provide the various offense and event reports desired by all departments. It is from this file that the Uniform Crime Reports required by the State of Michigan will be produced. This file should have both on-line and batch input capability.

-Fuel/Mileage File: Will contain information provided by the patrol officers on the mileage of police vehicles and fuel consumed, on a daily basis. This file will produce information to aid police management in the evaluation of their fleet; its operational costs and maintenance requirements. It is recommended that this file have a batch environment for both input and processing.

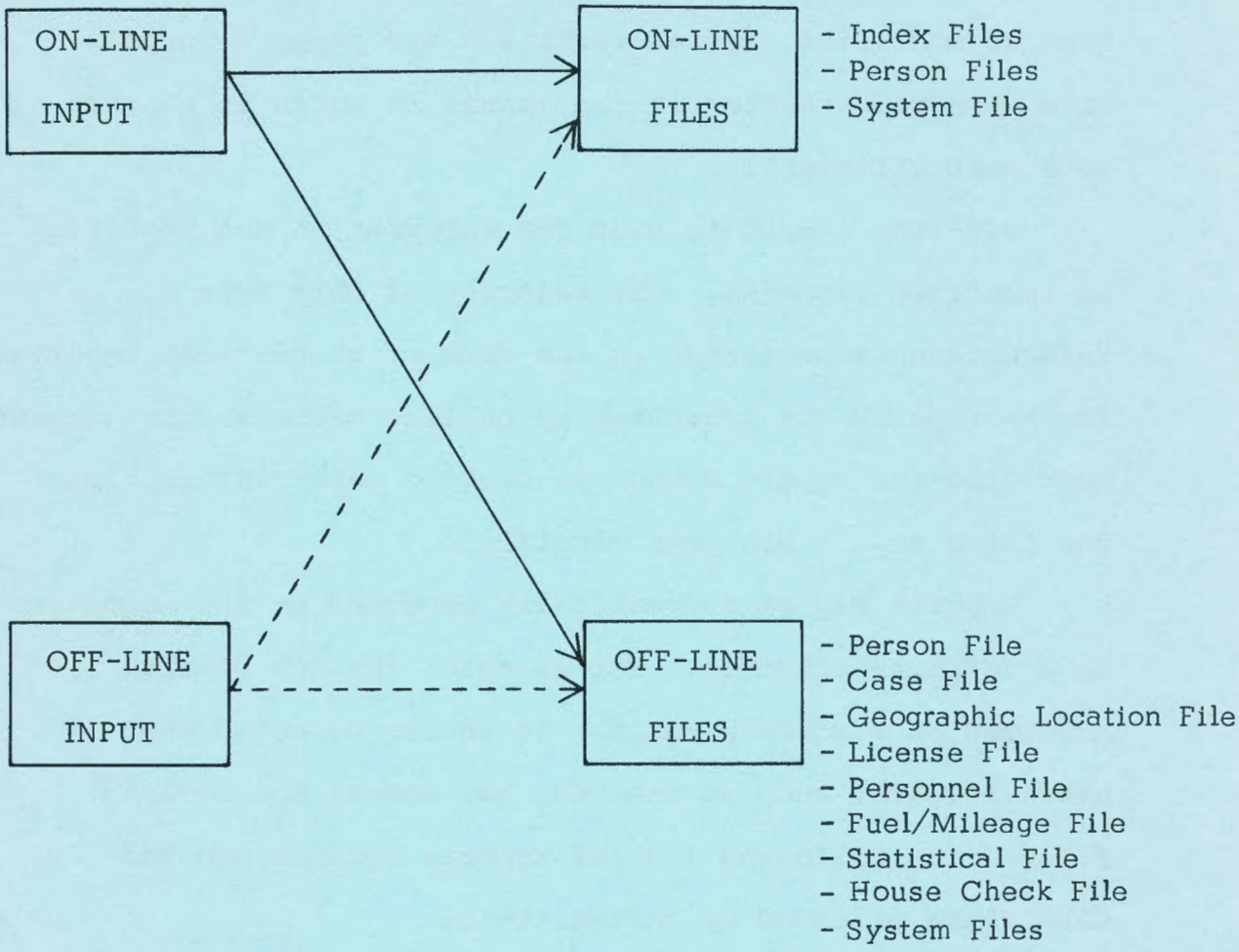
-House Check File: Will include addresses within

streets, within patrol areas, within jurisdictions. This will enable the departments to better inventory premise check requests. It should have processing off-line with on-line or off-line input.

-Index Files: To be developed for on-line use to aid in the rapid retrieval of information. Using these indicies, a search can be performed and the record of interest obtained in the shortest time-frame. For persons, the index will be based on name, alias, sex, race and date of birth and will be updated based on relevant on-line input.

-CLEMIS will also maintain system files. Included will be a system log; containing file update information, transactions by terminal and operator, and time data; backup recovery files; and a file of batch transactions entered on-line. These files will function in both on-line and batch modes.

The recommendations for the CLEMIS files described above are illustrated in Figure 7.7. As CLEMIS becomes operational, and further enhancements are developed, some files may move from the off-line to the on-line environment. Periodic reviews of requirements should be accomplished in order to evaluate the adequacy of the content, format and mode of operation of each file within the system.



ON-LINE / OFF-LINE FILES

FIGURE 7-7

7.5.4. Output

The output of CLEMIS is dependent upon the input, file and processing design. The quality of information placed into the system determines the degree of effectiveness of the system output. The output can utilize various media, such as microfilm, cards, terminals and paper. Output data must be presented in the manner in which it can be used most efficiently.

Off-line output is used for information not requiring an immediate response. The majority of this type of information is presented in the form of statistical reports. If the reports are presented by on-line methods, the terminal receiving the report cannot be used to enter information until the report has been completed.

Reports may be automatically produced by the computer on a definite schedule. For example, the UCR reports are required on a monthly basis. It should be noted that batch reports, such as the UCR, may access the on-line files. The following list of reports recommended for CLEMIS are produced by jurisdiction:

-Selected Offense Report: Provides a wide variety of information concerning a particular type of offense. It can also be used for M.O. analysis since it provides names and habits of individuals associated with each type of offense. It is usually produced upon demand.

-Selected Arrest/Summons/Warning Report: Provides information concerning events which have occurred within a particular area. It is usually produced upon demand.

-Detailed Elapsed Time Report: Provides information on each type of event, by selected geographical area, concerning the span of time from the receipt of a complaint to the time the dispatched unit clears. Within this time period, further breakdowns can be obtained concerning the time complaint was received to the time an officer was dispatched, time of dispatch to time of arrival, and time of arrival to time of clearance. This report is usually produced upon request.

-Selected Persons Report: Provides a list of all persons on file who meet a certain criterion or group of criteria. This may include physical descriptions, M.O., fingerprint, and other relevant categories. It is produced on demand.

-Directory of Active Registants: Provides a list of all individuals with active licenses and permits. It may be broken down by jurisdiction and type of permit, if desired. It is usually produced upon request.

-Personal Issue Directory: Provides a list of all departmental property issued to each employee. It should be produced on demand.

-Department Issue Directory: Provides a list of all department-owned property and where it is located. It is usually produced upon demand.

-Acquired Property Directory: Provides a list of all property currently being held by the department. This includes found and recovered property as well as evidence. It is usually produced on demand.

-Departmental Property Summary Report: Provides status information on all semi-expendable and organization property belonging to the department. It is produced upon demand.

-UCR Cards: Produces information required by the Michigan State Police and FBI. It is automatically produced on a scheduled basis by the system.

-Monthly Offense/Arrest/Warning Summary: Produced automatically each month and provides a summary of all activity performed by the department during the previous period.

-Departmental Activity Summary: Provides information regarding "reported" versus "actual" cases. It should automatically be produced monthly.

-Department Management Report: Provides summary statistics on workload for management review. It is a monthly report.

-Field Operations Summary: Provides a summary of

activities performed by the department's field personnel, by activity type. It also should be produced automatically on a monthly basis.

-Personnel Activity Report: Provides a detailed report of activities performed by individual department personnel during the previous month.

-Outstanding Complaint Report: Provides a list of all complaints which have not had investigative reports submitted. It should be automatically produced weekly.

-Fuel/Mileage Report: Provides a summary of fuel used and mileage covered by the department's vehicles. It should be produced upon demand.

-System Usage Statistics: Provides a detailed report covering the use of the system by each department and should be automatically produced each month.

Many of the above reports would be of great benefit to most departments within Oakland County. The actual selection of the reports to be produced by CLEMIS should be made with consideration given to the input and files needed to record the data and the amount of time required to use them effectively. A department which is over-burdened in field work may find that the production of reports creates an impractical amount of paper. In this instance the department should only request those reports which it can properly utilize without detracting from the performance of its primary missions.

7.5.5. Resource Allocation

Resource allocation produces a separate set of reports from those listed above. This is a relatively new tool in the field of law enforcement and therefore merits a more detailed discussion. It is also a concept that is recommended for inclusion in the CLEMIS design.

The local police department's patrol force does not represent a single problem, but rather many inter-related sub-problems. Several types of data must be provided in order to effectively control a patrol force. Moreover, different department personnel need different information, or data presented in different levels of detail. The patrol officer needs the most detailed information about his own beat; what kinds of crimes are occurring, where are they occurring, what premises require specific police attention, what people in his beat will help him and what people are likely to be police problems. He is not likely to compare his workload to his fellow officers'.

The ability to compare workloads of all patrol personnel in the department is required at administrative levels. To meet these problems of the patrol force, resource allocation will provide output data regarding several types of patrol-related problems and will be able to select the most minute level of data required for reporting.

One of the major functional areas in which departmental administration requires the support of resource allocation concerns calls-for-service. The workload associated with calls-for-service in Oakland County is central to the allocation of the patrol force, both in time and locations, and is one of the dominant factors in determining the total patrol strength required. The primary data source for the calls-for-service function are dispatch records. Minimal information required for each radio dispatch is the following:

-Date	-Time of Receipt
-Time of dispatch	-Time of Arrival
-Time of completion	-Unit assigned
-Location of call	-Type of call

In existing patrol resource allocation systems these input records are stored in data files and statistical records which relate to event rates and service times. They are maintained on a geographic basis. Indexes are also maintained which show the incidence of each event category by hour-of-day, day-of-week, and week-of-year.

To be fully effective, the CLEMIS system must process data relating to all events, accidents, and activities which affect patrol unit availability. With the records maintained at a block and intersection level, the called-for-services data base is adaptable to any geographic

organization as well as any reports which are likely to be required. These reports can be produced at block and intersection, reporting sector, and district levels as well as jurisdiction and county-wide. In addition, the blocks and intersections can be collected into census tracts, school districts or other areas of interest.

Because primary records are kept at the lowest geographical levels, the data base file adapts to re-districting or the assignment of new patrol areas with no loss of information.

In order to plan to provide resources to meet the calls-for-service from the public, the local departments must anticipate not only the total volumes of calls and their related workloads, but also the areas and times of occurrence. To accommodate this requirement for reporting, estimation and analysis by variable time periods, resource allocation functions within hour-of-week and week-of-year. Resource allocation is primarily a planning tool. That is, it supports present decisions which result in capacity to meet future problems. For this reason, the calls-for-service historical file is designed to project the calls-for-service workload of the future. Forecasting techniques are used primarily for short and intermediate range projection (up to 12 months), rather than long range predictions.

The projection of the number of calls-for-service and related workloads for a given area and time period is the basic requirement for resource allocation. Since these projections are made by the computer, they can be analyzed further to determine the service level which will result from the assignment of various numbers of patrol units to meet the problem. The service level characteristics are based on an analysis of the call-for-service process. This analysis relates the resource consumption for patrol to service delays, and work per unit, enabling the local departments to determine both the minimum resources required to attain a specific service level and the most effective use of available units.

Functions of the patrol forces, over and above calls for service, compete for the use of the patrol units. Data concerning one group of these demands can be captured by the dispatch process; including such events as self-initiated patrol activities, meals and relief, other tasks assigned, court appearances and equipment repair and maintenance. A second group includes the preventive and inspectional activities which are a significant portion of the responsibility of the patrol force. The need for these latter services is best indicated by a crime analysis and reporting process in CLEMIS.

The purpose of the crime analysis output is to depict, in time and area, the crime problems which are the targets

of the departments' preventive effort. Resource allocation crime analysis output should reflect some judgements as to whether or not the crime was preventable. For example, even if shoplifting is an acute crime problem in some areas it is unlikely that it can be attacked through the normal police patrol techniques. CLEMIS should also capture as much data concerning the time of occurrence of crime as is available. Generally, in most crimes against a person, and some crime against property, useful times of occurrences can be obtained from the crime reports. For most crime against property, which involves stealth, the time of occurrence is not reliably reported.

The geographic pattern of crime, in particular areas of concentration, is a key to the use of resources to prevent crime. This information can be conveyed by using the reporting area as a plot basis for crime occurrences. In the future, a plotter connected to the computer can be used to pictorially present crime information. This will improve the utility of the crime analysis output. A plotter essentially automates the process of constructing spot maps. The information used as input to the plotter can be put on computer processed magnetic tape. Thus, the plotting data can be selected from any incident file whose records contain satisfactory types of event, date, time and location codes.

Police department management should also have access to more general levels of data. These include indicies of the total police problem, at the district and sector levels, and indicies of the total police presence, by the same areas. Finally, within portions of the system there are a number of patrol-related problems which are not easily computer-processed. As an example, the need for foot-beat officers in areas of the county is probably best handled on a judgement basis.

Standard CLEMIS reports can be used to project crime and calls-for-service trends for specific geographic areas in the individual jurisdictions, and the entire county. These reports can, and should, be used for long range planning.

Each department can set its own patrol service standards by determining the number of units it wishes to employ in each area and time period to meet these standards. By combining this information with data on the disposition of manpower, the department can objectively determine the total required patrol strength and develop schedules and deployment patterns which most effectively utilize resources. The department can also readily monitor the actual use which is made of the deployed units.

It is recommended that resource allocation be included as part of CLEMIS. It can be used effectively by small and

large departments and will become more valuable as population and jurisdictions increase in size. It provides the capability of predicting the effect future manpower will have on future events and enables the agencies within Oakland County to accomplish much needed planning.

7.5.6. Interfaces

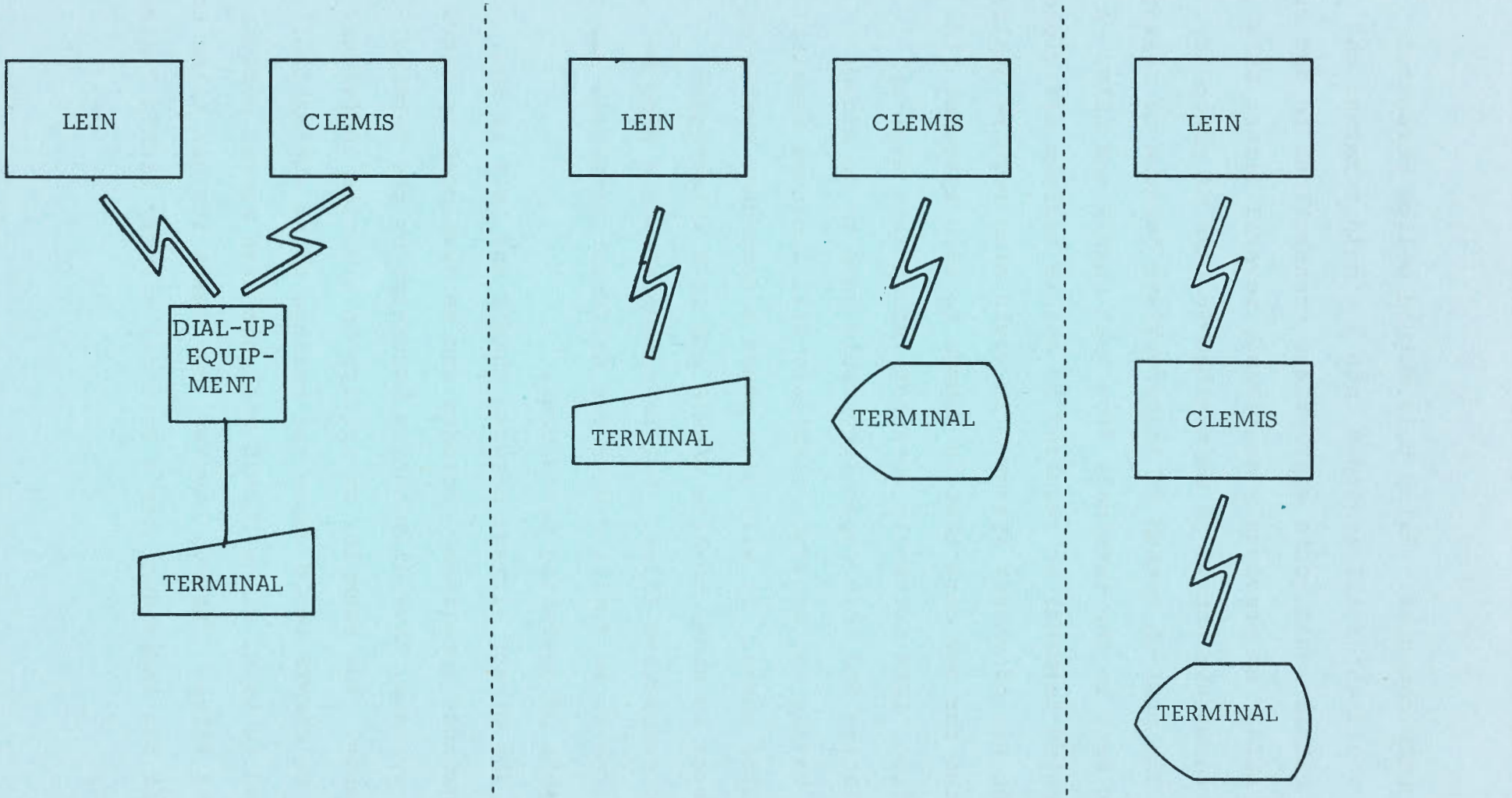
As previously stated, CLEMIS will be developed in an environment which includes existing systems. The system currently of major benefit to the police of Oakland County is LEIN, and it is strongly recommended that CLEMIS interface to this system. CLEMIS, by interfacing with LEIN, will not have to maintain information which LEIN has within its files, or is able to obtain from NCIC, SOS and LEADS.

Police personnel can interface with both LEIN and CLEMIS using any of three methods. Only one of these, however, provides a direct linkage between the two systems. The three methods are listed below and depicted in Figure 7-8.

-The "dial-up" method, allowing one terminal to operate on two separate communication lines. By dialing a number on its data-phone, the terminal could access either LEIN or CLEMIS.

-The local jurisdiction could have two separate terminals, one to LEIN and one to CLEMIS. Each terminal would be attached to a different communication line.

-The CLEMIS computer can directly interface to the



METHODS OF POLICE / LEIN-CLEMIS INTERFACES

FIGURE 7-8

LEIN computer. Using this method police personnel would enter all messages into a single terminal and CLEMIS would route appropriate transactions to and from LEIN. As previously mentioned, several direct LEIN terminals should be maintained in case of emergency.

The dial-up method is inappropriate because of messages being sent to the terminals from both CLEMIS and LEIN. A dedicated terminal is required to assure maximum efficiency in the use of either system. It would also require duplicate entries for any data that is common to both systems. In addition, LEIN currently does not incorporate dial-up facilities and this capability would have to be added.

Having two separate terminals will increase terminal and line costs. It will also cause a redundant typing of messages in order to have CLEMIS and LEIN interrogate their respective files. Police personnel would also be required to be familiar with two different terminals and two sets of operating procedures.

The direct linkage between CLEMIS and LEIN is the recommended interface. Formats can be developed to serve both systems, thus eliminating hardships on the terminal operator. For example, an inquiry on a wanted individual sent to CLEMIS would cause the message to be automatically routed to LEIN, since CLEMIS will not have wanted persons in its files. CLEMIS, however, may check its own files to see if the individual has a criminal history within Oakland County.

The reverse can also occur. CLEMIS will be able to generate automatic inquiries to the LEIN system based on messages sent to CLEMIS for processing. An example is any request for criminal history information sent to CLEMIS could automatically initiate a message to LEIN to see if the individual is wanted. CLEMIS will also incorporate the existing LEIN messages and terminal indentifiers into the interface with LEIN to facilitate the message switching capability.

Since LEIN has already implemented this same type of interface with the City of Detroit the impact on the Michigan State Police should be minimal. The capability will permit more departments in Oakland County to exchange messages while, at the same time, relieving LEIN of the burden of intra-county traffic.

Another existing system in the Oakland County area is the Detroit system, DETECTS. Interfacing with this system could provide additional information, such as Modus Operandi, to the local jurisdictions. However,the project team feels more information on DETECTS must be obtained before any recommendations can be made as to the method of interface which should be employed. It is recommended that the Advisory Committee meet with Detroit officials to discuss this subject.

CLEMIS will be able to interface with future systems

as they are developed and implemented. This would be especially valuable if adjoining counties, such as Macomb, develop operational systems. The efficiency of CLEMIS will increase as information from more police jurisdictions becomes accessable.

7.5.7. Operational Environment

A great deal of effort must be directed to the topic of security because of the nature of the information that will be contained in the CLEMIS system. CLEMIS must have rigid security procedures which are discussed in two areas: physical security and processing security.

-The physical security of an automated system involves the input and output media and the computer facility. To illustrate the problems involved in this area, an article in the February 1, 1971 issue of Business Automation is quite revelant. It has taken excerpts from an article entitled "The Technology of Computer Destruction", which originally appeared in the Broadside/Free Press of Chicago:

> "On Access to Computers: 'A list of relevant ideas might include breaking and entering, picking locks, bribing guards, infiltrating the data processing industry and pulling inside jobs, wearing gloves and masks, and leaving the scene quickly without bothering to call a press conference.'
>
> "On Punched Cards: 'If the cards are bent, ripped or

even seriously frayed at the edges, they cannot go through the card processing equipment...'

"On Magnetic Tapes: 'To destroy a reel of magnetic tape, one simply spools the tape out onto the floor and makes sure that it gets well kinked... the best way to wipe a tape is to bring it close to a strong magnet (or vice versa).'

"On Magnetic Disks: '... the fastest way to blow a disk unit is to open the door while the thing's spinning.'

"On the Processor: 'The actual computer is best attacked through its wiring. The things to do to a couple square yards of 2-in. deep wires challange the imagination.'"

The security of the input/output media is also a problem in law enforcement systems. Police departments must restrict the use of their equipment and reports to authorized personnel and insure that the terminal area is physically secure from damage or access.

-Processing security involves maintaining the integrity of the data kept in the files. This encompasses precluding information from being recorded over and destroying existing, valid data. The principle of permitting only the agency which initially created the information to change or remove it must also be included in order to maintain processing security. Some information within the system should be accessable only to the jurisdiction which

entered it, while other data can be available to all jurisdictions.

Associated with physical security is the reliability of a system running 24 hours a day, 7 days a week. Power failures, machine malfunctions and human factors may cause serious problems, regardless of security precautions. Procedures must be established to offset the effects of these occurrences. The malfunction of one component of the system should not cause the entire system to become inoperable.

Providing two power sources will help offset the loss of electricity. Two processors will permit full back-up for this component. Restart and recovery files and procedures, if implemented correctly, will allow restoring information in a minimum amount of time. This, coupled with back-up files, will assure the system of only a temporary loss of data should a file problem occur. It is recommended that capabilities and procedures designed to satisfy the requirements for both security and reliability be included in the CLEMIS system.

It is also recommended that CLEMIS, an automated system, be operated by the Oakland County Data Processing Department (OCDP). This recommendation is made because OCDP, more than any other agency in the county, possesses the following qualifications:

-It is a service organization for the County;

-It has provided a computer system (LESS) for law enforcement;

-It has an established computer facility and staff;

-It can provide peripheral support, such as keypunching; and

-Its personnel have participated in the CLEMIS Requirements Analysis.

The above recommendation is made, however, on the assumption that the security of the OCDP facility will be greatly improved by the time system implementation is completed. Most of the physical security suggestions previously mentioned do not presently exist at the OCDP site. However, with guidance from police officials, and personnel responsible for existing police data processing systems, these deficiencies can be remedied.

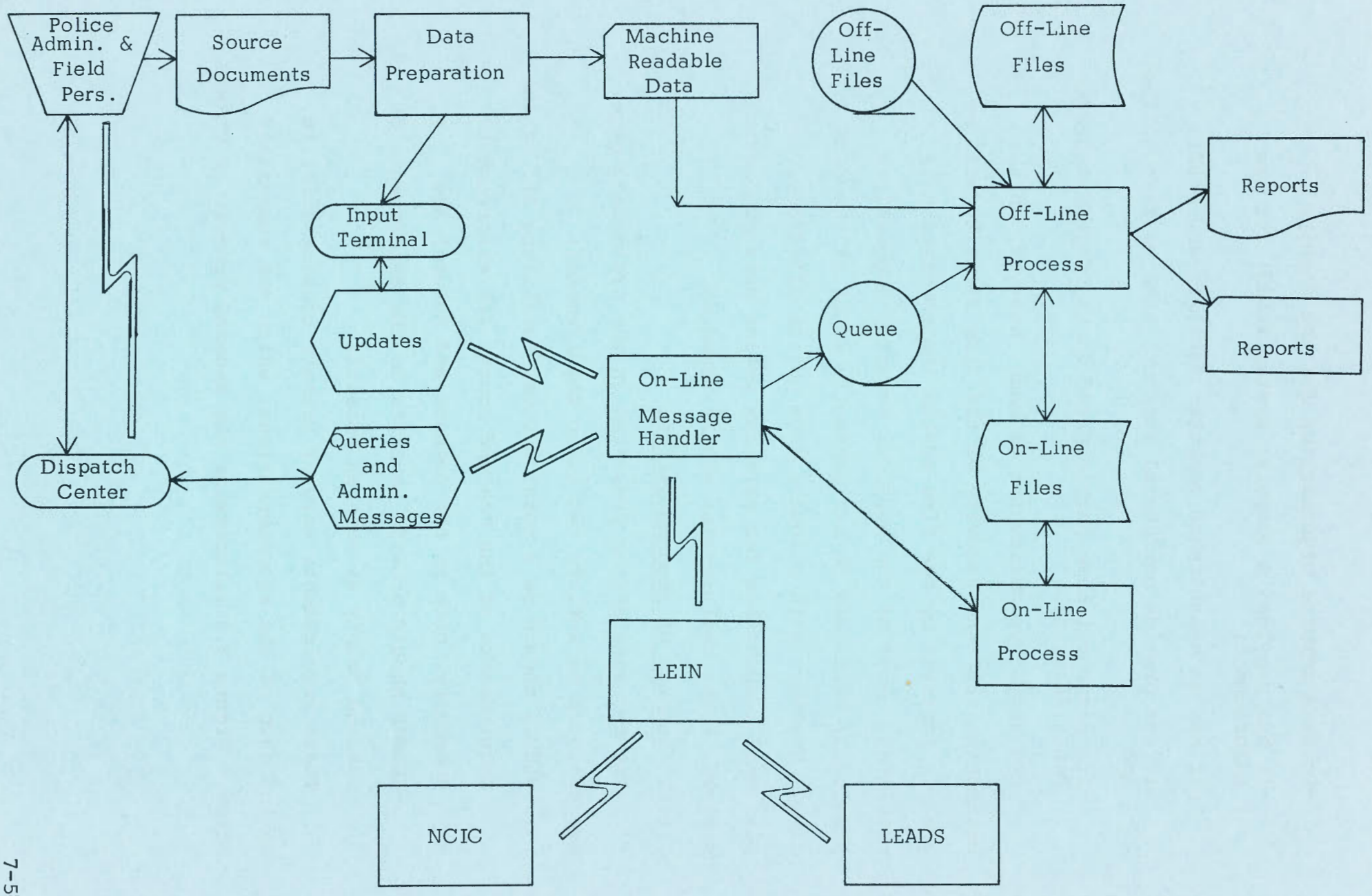
7.5.8. Summary of Recommendations

The recommendations presented in the preceeding pages are designed to satisfy two basic requirements;

-CLEMIS should be a total system, fulfilling all of the requirements of the Oakland County law enforcement community, both in the present and future; and

-CLEMIS should provide benefits to the departments of Oakland County as soon as possible.

These requirements were of primary consideration in making each of the recommendations, which are summarized below. Figure 7.9 illustrates the general process of CLEMIS,



Recommended CLEMIS Process

if all of the recommendations are adopted.

Operational Concept - CLEMIS should be an on-line and batch system for both input and processing. This method is beneficial to the officer on patrol because of rapid retrieval and yet does not require the additional manpower or processing resources needed for a total on-line input system. The information requiring rapid retrieval and display can be implemented with a high priority while other processing can be programmed at a more gradual pace.

Input - All queries to the data files by the patrol officer should be done on-line along with administrative messages and important file updating. Other data should be processed in an off-line environment. In either on-line or batch input, form standardization must be developed to increase system effectiveness.

Files - The file recommendations are related to the adopted input. The files must contain information required by the system either on-line or off-line, depending upon their use. Files currently maintained by LEIN, NCIC, and the Secretary of State should not be included in CLEMIS. The CLEMIS files must provide system users with the desired information within a specified period of time. To accomplish this, it is recommended that CLEMIS include:

-Index Files
-System Files
-Person File
-Case History File
-Geographic Location File
-License File
-Personnel File
-Fuel/Mileage File
-House Check File
-Statistical File

The on-line files will be the person, index, and system files.

Output - On-line output should include all inquiry responses to patrol officer and administrative messages. Off-line output should include the various statistical and resource allocation reports required by the departments. The output must be presented in the format acceptable to the user. The design of input, data files and output are all interrelated.

Resource Allocation - Resource allocation is strongly recommended for CLEMIS because it is an important tool in the effort to reduce the incidence of crime. It assists police management to determine the most efficient use of police manpower. As population and police manpower increases, the need for resource allocation also increases. Without this capability CLEMIS cannot provide its full potential to department administrators.

Interfaces - The CLEMIS system should provide police agencies with a single access to all data. This should be accomplished by a direct interface between LEIN and CLEMIS. Through this LEIN/CLEMIS interface, the police agencies can obtain information from these systems, as well as the NCIC, LEADS and the SOS files, from a single terminal entry. Other systems, such as DETECTS, offer interface possibilities but further evaluation is required before recommendations can be made as to the technique which should be employed.

Operational Environment - Both software and hardware security is mandatory for a system such as CLEMIS. Terminal security will be the responsibility of the individual police departments. It is recommended that the Oakland County Data Processing Department operate the computer facility but that a great deal of improvement regarding security be accomplished before CLEMIS is operational, if the present site is utilized.

7.5.9. Expansion

CLEMIS must not be a system restricted to the present; it must be expandable to accommodate needs and methods of the future. There are many capabilities which have been developed, or are being developed, for automated law enforcement systems which have not been recommended for the initial CLEMIS system.

-Computer-aided dispatching of patrol cars can assist the police dispatcher in allocation of resources and determining the location and status of his forces. When this capability is present, and a request for service comes into the department, the information from the caller is entered into the computer. An inventory of vehicles located in the immediate area is presented to the dispatcher. The dispatcher then assigns a car to handle the call and that unit is automatically removed from the available inventory list. When the car is free for new activity it is put

back on the availability list. Emergency messages which get immediate action from the dispatcher are also built into this type of system. Cars can also be monitored to assure that none is "in trouble". The cars may be required to call-in every 15 minutes and the computer will notify the dispatcher of any cars which fail to do so.

-The current development plan for CLEMIS includes expansion into the areas of Courts and Corrections. Many of the efforts of the law enforcement agencies can be rendered ineffective by the other branches of the criminal justice community lacking information. The law enforcement agencies will also benefit by having access to information obtained by these segments of the community, which can further increase their knowledge of individuals with whom they come in contact.

CLEMIS implementation will increase the speed of processing an individual through the criminal justice procedure without sacrificing his individual rights. Court docketing, presentence information, parolee schedules, and other important services can be provided by CLEMIS upon demand. The sooner these areas can be implemented, the faster the overload of work in the areas of courts and corrections can be alleviated.

-The inclusion of information in the data files from

non-law enforcement agencies; such as Legal Aid, the Medical Examiner and the Bar Associations; should be considered. Information concerning an individual's status can provide important contributions to law enforcement agencies, as well as the rest of the criminal justice community.

-The conversion of off-line functions to an on-line mode can be implemented on the basis of need. All functions should be reviewed on a regular and periodic basis after the initial design of CLEMIS is operational, and has been used extensively, to determine if any changes are required in operational modes.

-CLEMIS should be interfaced with other systems as they develop in the future. The FBI Careers in Crime Program has compiled statistics that show that 60% of rearrests occurred in the same state as the original arrest.[1] This adds further impetus to interface with surrounding area systems.

-Expansion not only involves the "software", or programming of the system, but also the "hardware" or equipment. The choice of the computer system should be selected with expansion capabilities in mind. Other equipment, such as microfilm recorders and readers, optical page readers and teleprinters, which can input or receive data within the patrol cars, can enhance the capabilities of CLEMIS to

[1] Crime in the United States, Uniform Crime Reports - 1969, Federal Bureau of Investigation, August 1970, page 35

the benefit of law enforcement. These machines should be studied after the basic CLEMIS system is operational.

If the discussed recommendations are followed, the project team is convinced that CLEMIS will provide Oakland County's law enforcement agencies with an important weapon in the fight against crime for many years to come.

7.6 SUMMARY OF RECOMMENDATIONS

The project team recommends that:

°The CLEMIS Advisory Committee have the final decision as to the characteristics of the system

°The Advisory Committee be restructured and law enforcement be designated as a sub-committee

°A position of CLEMIS Coordinator be established

°A study and analysis be conducted of Oakland County law enforcement records systems.

°A standardized record system be designed and adopted by CLEMIS users

°A standard set of procedures be established and adopted by CLEMIS users

°CLEMIS be developed as a single set of processing tasks to be used by all departments

°Agencies using CLEMIS adopt a uniform set of data interfaces

°CLEMIS possess the following characteristics and capabilities;

- -Operate in both on-line and batch processing modes
- -Use combined video and hard-copy terminals
- -Include both on-line and off-line input capabilities
- -Maintain files relating to persons, geographic locations, cases, licenses, personnel and other data of interest to local jurisdictions
- -Provide output including reports on selected offenses, elapsed time analysis, property, persons, UCR, departmental activities, and other statistical information
- -Include the capability to accomplish resource allocation
- -Interface directly with LEIN via a high-speed communications line
- -Provide security and reliability of data and services.

SECTION 8
RESOURCE REQUIREMENTS

8.1 GENERAL

The design, implementation and operation of a system like CLEMIS will require the expenditure of a significant amount of resources. These resources must be combined in the proper way to achieve the desired product at a minimal cost to Oakland County and the local jurisdictions.

The resources specified in this section are limited to the development and operation of CLEMIS as a law enforcement management information system. The requirements for some type of resources, such as facility, equipment, development schedule and manpower, can be discussed at this point and are presented in the following pages. Other requirements, however, are too nebulous at this stage of development to allow any more than a brief definition. These areas include:

- Site Preparation: This involves the preparation of the facility which will house the CLEMIS computer. Included are such items as security vaults, limited access barriers, fire proof materials and prevention measures, air conditioning, electric power supply, flooring and space to install the computer and house the operating staff. These requirements can only be ascertained after the site and the computer have been selected.

-Personnel Space: Space must be allocated for the programmers and analysts involved in CLEMIS. Until the period and scope of implementation has been determined, the number of personnel cannot be forecasted with the degree of accuracy needed to plan space requirements.

-Communications: The terminals and computer equipment selected will determine the requirements involved in communications linkages. Costs in this area are relatively fixed once the type of line desired has been determined and the equipment defined. Further analysis and discussions with the common carrier must be performed when the communications requirements have been finalized.

-Supplies: Supplies can be divided into two areas; those required by the system (tapes, disk packs, storage units, printer paper, terminal paper, and punch cards) and those required by the programmers and operators (coding sheets, card cases and furniture). The computer configuration and number of personnel must be determined before the above requirements can be itemized and costed.

-Data Input: Decisions must be made regarding the methods to be used to supply input data to the

CLEMIS system. Punched cards, mark sense, optical page reader, terminals and other options must be studied and selections made. After these methods have been established, the responsibility of preparing the input must be designated. Each local jurisdiction could prepare its own input or a central records section could accomplish this function. When both of these determinations have been made, the resource requirements of data input can be stated.

-Data Conversion: The conversion of records previously stored in the manual files of the local departments into machine readable form in most instances demands a great deal of resources. Decisions must be made as to what data is to be converted, how far back in time the conversion should encompass and what media is to be used. The definition of the resource requirements in this area depends upon these decisions.

-Proprietary Software: The implementation of CLEMIS may require the procurement of data processing programs software proprietary in nature. Resource allocation systems, name dictionaries, and software of a similar ilk will be studied during the System Design.

Procurement of these "packages" is often less expensive than a development effort. Each portion of CLEMIS should be thoroughly analyzed to determine if this type of software is available, the cost of procurement and the cost of development.

The requirements for resources defined in this section are extremely preliminary in nature and are only presented for the purposes of planning. Only those requirements applicable to the System Design effort should be considered accurate. The remaining estimates must be reviewed regularly so that they may be modified as more information is available.

One area that is not discussed in detail is the various sources of these required resources. The three basic approaches to obtaining these resources are for the County to bear the entire burden, the local jurisdictions to supply all of the resources, or the cost to be shared between the two. The determination of the best method is one that will require extensive analysis and planning. The final decision will have a large impact on the acceptability of the system by the local jurisdictions.

Whichever method is employed, all external sources of revenue should be explored and pursued. Federal grants, millage levies and other alternatives should be investigated by the most qualified personnel. The project team makes no recommendations in this area. We can only enumerate the resource requirements which are definable at this point.

8.2 FACILITIES AND EQUIPMENT

The facilities and equipment associated with the operation of a computer system each have a wide range of resource requirements. For this reason, facilities and equipment will be discussed separately.

8.2.1. Facilities

Prior to the installation of the computer equipment, a facility preparation plan should be developed and a site selected. The needs of the computer site will vary considerably depending upon the equipment selected and the location and type of building chosen. If OCDP is selected as the site, most of the problems will already have been solved.

A cost estimate of the facility requirements is impossible at this point of CLEMIS development. Factors which must be considered in the facility cost estimates include:

- Facility Construction for Security: Limited access to the computer area is mandatory for law enforcement systems. Walls may have to be built and special locking doors may have to be included in the facility plan.
- Security Vaults and Safes: Police information is confidential and a prime target for destruction. Containers which are burglar-proof and bomb-proof must be provided to store file data.

-Communication Linkage: Local communication carriers must be consulted to assure connection to the computer as needed. The type of connections will depend upon the computer configuration and terminals selected.

-Power Supply: The computer must receive a smooth and uninterrupted source of power in order to operate properly. Special back-up equipment may be desired to assure a constant supply of electricity.

-Air Conditioning: Air conditioning requirements will be set by the equipment vendor and are dependent upon the computer site and hardware configuration.

-Flooring: Special raised flooring will be required to allow for the connection of cables supplying electric power to the computer's components. The space under the floor also assists in the air conditioning.

-Personnel Space: Space will be required for the programmers, operators and engineers associated with CLEMIS.

-Library: Space must be provided in an accessible area to store magnetic tapes, program card decks, disk storage packs and manuals which do not contain sensitive information. The sensitive data and

back-up files should be stored in the security vaults.

-Fire Control: Adequate fire warning systems and fire extinguishers should be installed in the site. Humidity and temperature control alarm systems will also be required.

-Data Preparation Space: An area adjacent to the computer room is required containing machine-readable data preparation equipment, such as keypunch machines. The equipment will be used in preparing operational jobs and data for the computer.

-Forms and Card Storage: Space is required to store unused printer forms and punch cards. The humidity must be controlled to prevent warping.

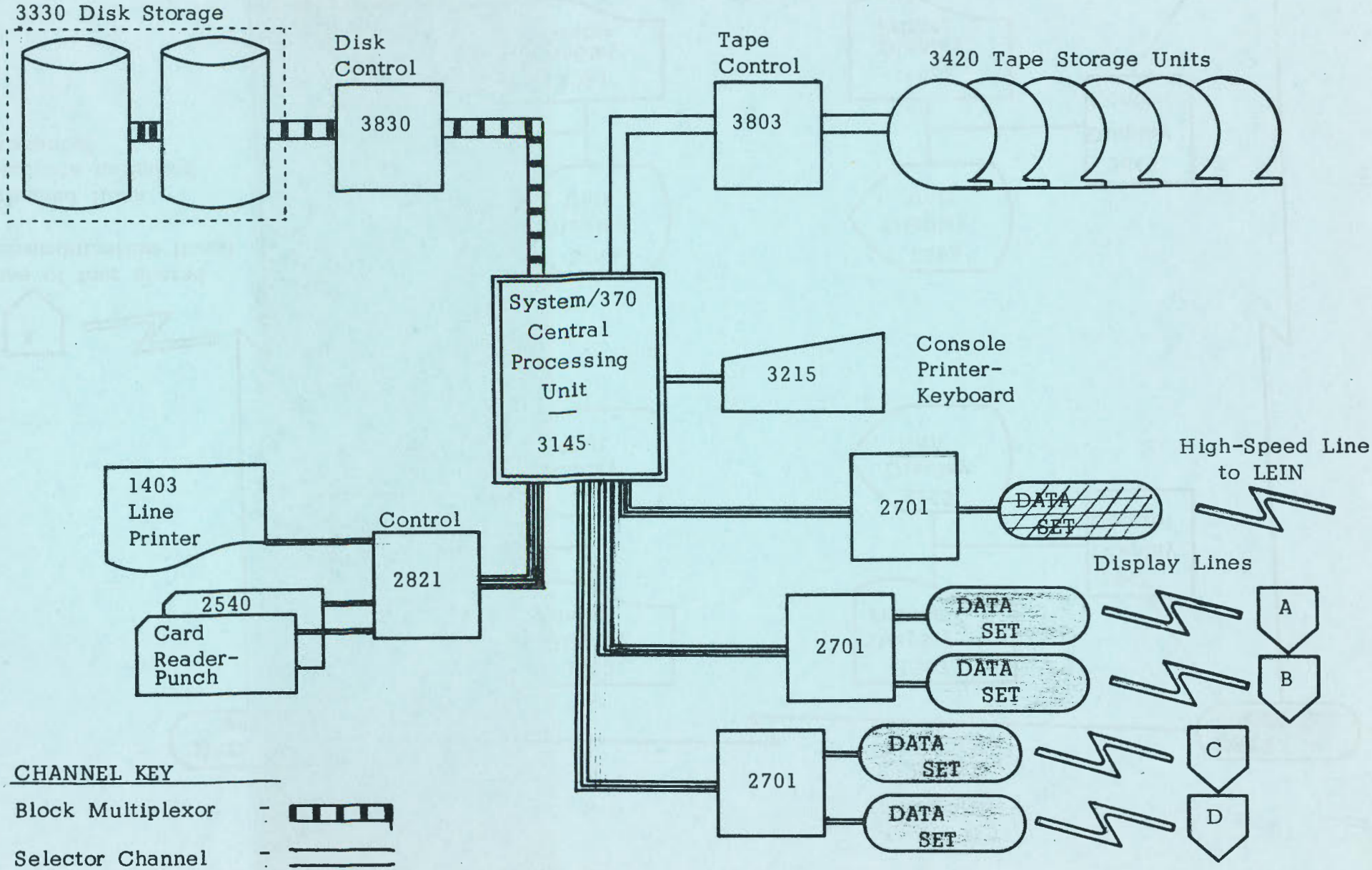
-Trash Removal: Since CLEMIS is dealing with sensitive information the removal of listings and cards for disposal should have a secure environment. Document shredders are recommended.

It is suggested that information in preparing the site plan be obtained from the selected computer manufacturer and a person familiar with the operations of a secure computer system. Costs will be able to be assigned after the plan has been developed.

8.2.2. Equipment

The selection of a computer configuration for CLEMIS will involve the expenditure of a significant amount of funds. A careful analysis of the present and planned OCDP configuration, which is listed in Appendix F, should be performed to determine if a new processor is required or if expansion is practical. If a new processor is needed, exact specifications should be developed and a Request For Proposal sent to vendors for competitive bids. The new configuration should only be selected after a detailed evaluation of the vendor's responses have been performed by OCDP. The configuration depicted in Figure 8-1, and described in the following equipment list and price schedule, was provided by IBM and is presented for information and planning purposes only. Terms and conditions applicable to lease or purchase and specific price quotations are available from IBM upon request. Only rated capacity and performance factors are shown. Disk packs and other supply items as well as communication costs have not been estimated.

This estimate is provided without regard to existing data processing equipment capabilities within the Oakland County Board of Auditors. Thus, without further investigation into existing capacity, this estimate may not accurately reflect true equipment and/or cost additions necessary to support CLEMIS on an expansion of present equipment.



REPRESENTATIVE CLEMIS CONFIGURATION

Figure 8-1 (Page 1)

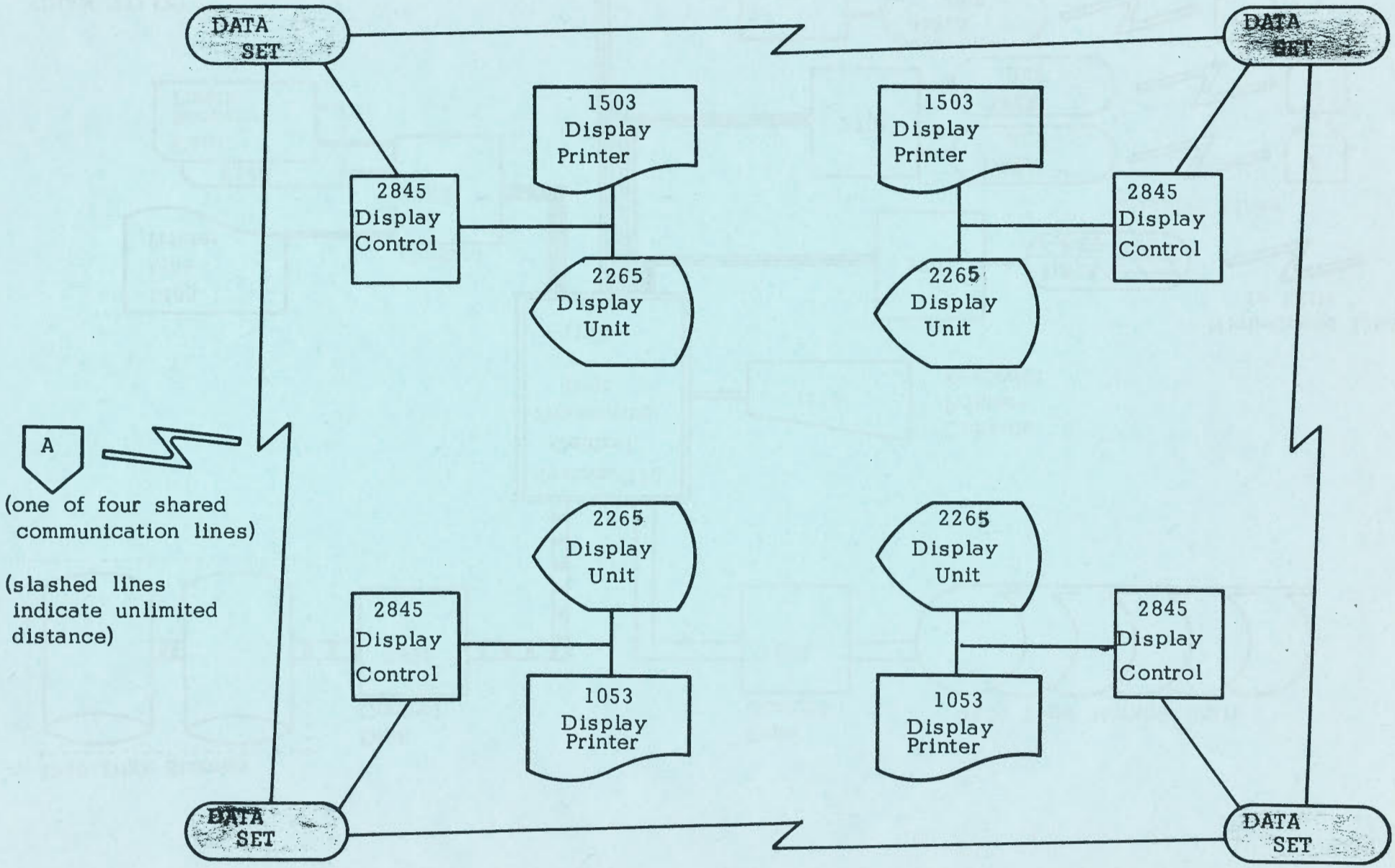


Figure 8-1 (Page 2)

EQUIPMENT DEFINITION:

-Processor: The System/370 Model 145 processing unit configured for CLEMIS operation would have 262,144 bytes (characters) of monolithic memory, incrementally expandable to 524,288 bytes. Processor cycle time requires between 202.5 and 315 nanoseconds depending on the operation to be performed.

Standard features include: storage and fetch protection; time of day clock; extended commercial instruction set; error checking and correction; micro-instruction and channel retry; reloadable control storage; audible alarm; OS/DOS emulator; one byte multiplex channel and one selector channel. Recommended options include a block multiplexor channel for efficient 3330 operation, high speed console adapter, additional multiplex sub-channels and 1400 series compatibility.

-Pheripherals:

Console Typewriter

The IBM 3215 Printer Keyboard provides operator communications capability with the system. Printing is at 10 characters per inch on a 126 position line at 85 characters per second. Forms stand and pin feed platen are standard.

Direct Access Storage

The IBM 3330 Disk Storage Unit in conjunction with the 3830 Control Unit provide high speed direct access capability. The 3330 houses two spindles which accept removable 3336 Disk Packs, each capable of storing up to 100 million data characters of storage per pack. Total suggested on-line capacity is 200 million characters. The 3330 transfers data to and from the processor at 806,000 bytes per second. Average seek time for the access mechanism is 30 milliseconds. Operation with the System/370 Block Multiplexor channel allows for hardware multiple request queuing and rotational position sensing.

Card Processing

The IBM 2540 Card Read Punch provides fully buffered reading at 1,000 cards per minute and fully buffered punching at 300 cards per minute. Buffering and control interface to the multiplexor are via the 2821 control unit.

Printer

Also operating through the 2821, the IBM 1403 Printer produces printed output at 1100 lines per minute. Printing occurs at 10 characters per inch on a 132 print position line. A variety of standard and special purpose character arrangements are available for the interchangeable printer train.

Tape

The 3420 Model 5 Tape Units operate under independent control of the 3830. Data transfer at 800 bpi is 100,000 bytes per second, and 200,000 bytes per second at 1600 bpi. Tape threading is automatic with or without special protective tape cartridges. Tape speed is 125 inches per second and nominal rewind time is 60 seconds.

-Communications

High Speed (LEIN)

The 2701 Transmission Control Unit provides for high speed computer to computer communications at speeds ranging from 1200 to 230,400 bits per second. Hardware transmission complies to Binary Synchronous Communication Standards.

Display-Printer

Also interfacing through the 2701 TCU, the IBM 2265 Display Units provide for data entry and cathode-ray data output. Under control of 2845, the 2265 data may be selectively printed on the 1053 Printer.

The 2265 will display up to 960 characters in a 15 x 64 or 12 x 80 matrix of lines and rows, respectively. A full alphanumeric keyboard is also provided.

The 1053 Printer operates at 15 characters per second on a 13-inch writing line. Characters may

be spaced 10 or 12 to the inch. Line spacing is at 6 or 8 lines per inch.

COST SCHEDULE

These costs were supplied by IBM and are presented for planning purposes only. They represent the current costs of the configuration previously described. Cost is one of the critical factors which should be analyzed by OCDP during the evaluation of the competative bid which has been recommended.

QTY	UNIT		MONTHLY LEASE	PURCHASE	*(PURCHASE ONLY) MONTHLY MAINTENANCE
1	3145	CPU	$13,525	$649,200	$1,354
1	3215	Console	200	8,000	55
1	3830	Disk Control	2,400	112,800	170
1	3330	Disk Storage	1,300	61,100	200
1	2821	Control	1,060	47,290	46
1	2540	Read/Punch	660	32,930	115
1	1403	Printer	972	42,875	183
1	3803	Tape Control	750	33,760	113
6	3420	Tape Units	3,510	132,240	570
1	2701	TCU-LEIN	573	25,935	35
2	2701	TCU-Displays	1,110	48,800	78
16	2845	Display Control	4,128	195,240	512
16	2265	Display Unit	3,184	101,280	720
16	1053	Display Printer	784	31,040	160
			$34,156	$1,522,490	$4,311

8.3 SCHEDULE

The schedule of resources usually begins at the start of the requirements analysis and continues as long as the system is operational. Since this document contains the results of the efforts of the technical requirements analysis, the schedule presented begins with the system design of CLEMIS.

There are 10 general steps remaining in the development of CLEMIS as an operational system:

-System Design

-Hardware Analysis and Specifications

-Hardware Evaluation and Selection

-Hardware Procurement

-Site Preparation

-Hardware Installation

-Programming and Documentation

-Testing and Acceptance

-Conversion

-Operation

These steps will overlap in time. Each of the steps is described below and following the description is a tentative development schedule.

A System Design is essentially the blueprint of the system. It consists of input and output formats, program

specifications and file requirements needed to enable the system to function. It is used as the basis for all subsequent efforts, once it has been accepted by the user.

The CLEMIS system design is comprised of eight tasks, to be completed over a four month period. These tasks with a short description follow: (Note: Tasks 1-7 comprised the Requirements Analysis).

Task 8 - Prepare Systems Design Detail Management Plan

After acceptance of the requirements analysis, which includes the general system concept, a detailed work plan must be prepared by assigning members of the project specific tasks and schedules. This task cannot be completed until the acceptance of the proposed design concept.

Task 9 - Design System

Based upon the detailed work plan outlined in the previous task, perform the systems design, including preparing or defining:

-input formats

-output formats

-processes and data flows

-file formats

-controls

-external systems interfaces

-conversion of existing departmental information

-workload

Task 10 - Prepare Implementation Plan

Based on the design, a schedule of implementation steps must be developed.

Task 11 - Prepare Final Systems Design Report

The outline of this report is specified in the contractor's proposal.

Task 12 - Present Systems Design

Present to the Advisory Committee, and committed agencies, the manual input forms, coding necessary, general data flow and the expected capabilities and uses of the design.

Task 13 - Obtain Concurrence and Acceptance of the Final System Design

Task 14 - Prepare Demonstration Material

Prepare a Video Tape and written brief of the project effort and products to be used to inform external law enforcement agencies and authorized parties of the concept and working design of the CLEMIS project and a generalization of the work plan.

Task 15 - Present Demonstration Material for Acceptance

Using the materials prepared in the previous task, present this demonstration package to the CLEMIS Project Director for acceptance.

Hardware Analysis and Specifications involves itemizing the characteristics which the present or new computer must have in order for the CLEMIS design and other

applications to be implemented. Included in this area are teleprocessing capability, the type and amount of file storage, communication requirements, number of terminals and the size of the computer. This should be completed by the end of the third month.

The Hardware Evaluation and Selection is based on information received from vendors in response to the hardware specifications. Delivery date of the proposed system, as well as the location and cost of computer time until the system is installed, should be detailed. These are important considerations in hardware procurement. The vendor's evaluation of the specifications should be accomplished, and priced, by the end of the fourth month. One month later OCDP should have selected the hardware.

The Hardware Procurement must be accomplished in time for the vendor to be responsive to the established time-table. A delay in this area will impact the entire schedule of the CLEMIS development. The end of Month 9 is the scheduled completion date.

The Site Preparation should begin at the start of Month 6 and be completed when the computer is in an operational state. Included in this step is the analysis of all security and space requirements for the CLEMIS system and the resulting facility construction effort.

The Hardware Installation is scheduled for the beginning of Month 9. This will insure the testing of programs at the earliest possible time. An allowance of 30 to 45 days for the vendor to install the system and bring it to an operational state has been included.

Programming and Documentation should begin at Month 5, for a total of six months. This area, along with testing, causes slippage in most development schedules. The programmers will use the design specifications previously developed to produce the programs. During, and after, program development the programmer must document his work. Minimum program documentation should include narratives, charts and a sample of input and output (if applicable). An Operations Manual, User's Manual and a test plan must also be produced in this step.

The Testing and Acceptance applies to both the individual programs and the entire system. The preliminary testing of the programs should begin at Month 7. This will involve desk debugging, compilations and assemblies. Preliminary testing will be performed on a computer installed at OCDP at that time or at the site of the vendor selected to furnish the required equipment. Beginning in the middle of Month 10, after the CLEMIS computer configuration has been installed, additional program testing will be accomplished. Two months later in the middle of the twelfth month,all of the programs should be ready for system testing and acceptance.

The Conversion of records currently held by the local departments should begin by Month 5. This should be completed and accessable to the system by the end of system testing and acceptance, which is scheduled to occur at the end of Month 14. Included in this step is a study of what data should be extracted from the department's files. During the System Design period the CLEMIS Advisory Committee should address the problem of conversion and determine the most effective and economical method of accomplishing this task.

Operation includes the application of the User's Manual and the Operator's Manual reflecting the system's capabilities and idiosyncracies. The training of personnel to use the system is accomplished in this step, beginning in the middle of the fourteenth month and lasting two weeks. Training includes the terminal and computer operators as well as personnel involved in the flow of data, starting at the jurisdiction and concluding with the processing by the automated system. The implementation of schedules involving batch processing is also included in this step.

Figure 8-2 illustrates the schedule described above. The node notations used are as follows:

1 - Start of System Design

2 - End of System Design/Start of Programming and Documentation

3 - End of Programming and Documentation

4 - Start of Preliminary Testing of Programs

5 - End of Preliminary Testing

6 - Start of Hardware Analysis and Specifications

7 - End of Hardware Analysis and Specifications/Start of Hardware Evaluation by vendors.

8 - End of Hardware Evaluation/Start of Hardware Selection by OCDP

9 - End of Hardware Selection/Start of Hardware Procurement

10 - End of Hardware Procurement/Start of Hardware Installation

11 - End of Hardware Installation/Start of Program Testing and Acceptance

12 - End of Program Testing and Acceptance/Start of System Testing and Acceptance

13 - End of System Testing and Acceptance/Start of Operation Instruction

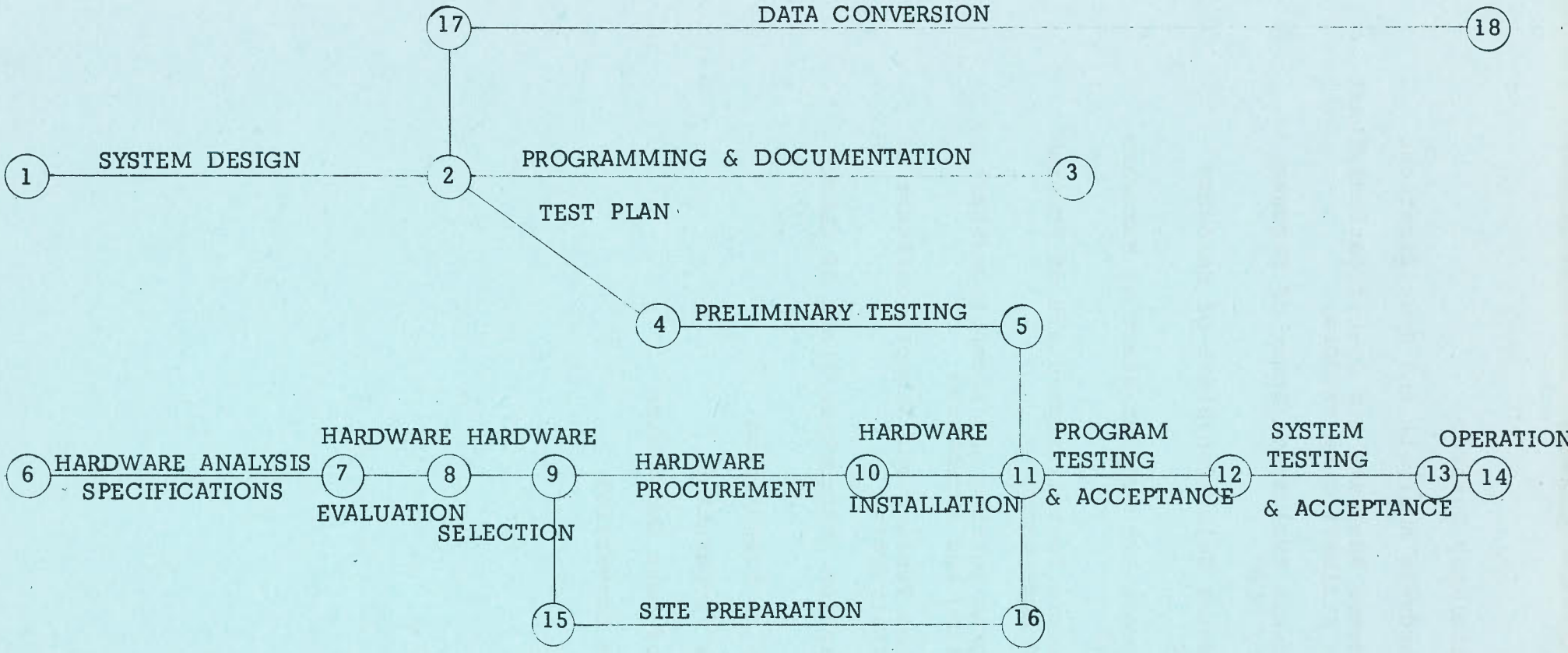
14 - End of Operation Instruction/Start of CLEMIS operations

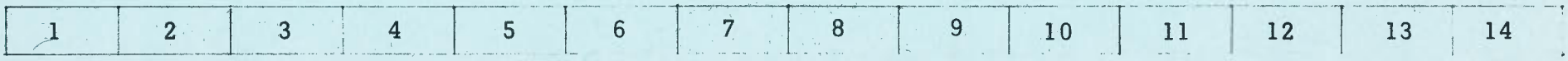
15 - Beginning Site Preparation

16 - End of Site Preparation

17 - Beginning of Data Conversion

18 - End of Data Conversion





MONTHS

DEVELOPMENT SCHEDULE

FIGURE 8-2

8.4 MANPOWER

The implementation and operation of CLEMIS must be a combined Law Enforcement/OCDP effort. Personnel from both groups have been involved since the start of the CLEMIS project and must remain involved for the life of the system. As the project goes through different stages of development, the skills required will vary. During Requirements Analysis and Systems Design the emphasis is on system analysis effort. When the implementation of CLEMIS begins, the main requirement will be for computer programmers. The operation of the system will depend upon the terminal operators, computer operators and data encoders.

While the efforts of all CLEMIS personnel are required for system development and operation, the key to the success or failure of CLEMIS rests with the personnel of the local departments since data recording is accomplished by these individuals. Inaccurate or incomplete data will quickly cripple the effectiveness of CLEMIS. Only the willingness of departmental personnel to spend the time and attention to insure the input of accurate and complete information will achieve successful system operation and usage. These efforts will be needed both in the initial data base creation and continuous operation of CLEMIS.

The types of personnel required for system design, implementation and operation include:

- Management
- Coordinator
- Systems Analysts
- Programmers
- Keypunch Operators
- Computer Operators
- Data Encoders
- Terminal Operators

Their contributions must be coordinated through the various stages of system development; design, implementation and operation. Figure 8-3 illustrates the levels of manpower required, by type of personnel, based on the schedule previously presented. A brief description of the responsibilities of each type of personnel is outlined below.

- Project Director: Responsible for the project and the successful completion of the schedule milestones.
- CLEMIS Coordinator: Acts as liaison between the local departments and OCDP. He should be able to foresee problems as well as participate in solving those that already exist.
- System Analyst: Responsible for designing CLEMIS so that it will provide the user with desired information. The design must be accomplished at a level that can be computer programmed. During the programming phase the

NUMBERED MONTHS

OCDP*	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Project Director	1	1	1	1	1	1	1	1	1	1	1	1	1	1
CLEMIS Coordinator		1	1	1	1	1	1	1	1	1	1	1	1	1
System Analysts	2	2	2	2	1	1	1	1	1	1	1	1	1	1
Programmer					7	7	7	7	7	7	3	3	3	3
Computer Operator							2	2	2	2	2	2	3	3
Keypunch Operator						2	2	3	3	3	2	1	1	1
Clerical	1	1	2	3	1	1	1	2	2	3	3	3	3	2
Contractor Personnel	2	2	2	2										
Total - OCDP (Including Contractor)	6	7	8	9	11	13	15	17	17	18	13	12	13	12

*The numbers given pertain to actual number of people. No distinction is made between full and part-time activities.

PERSONNEL STAFFING

FIGURE 8-3

analyst will develop the Operations Manual and the User's Manual.

- Programmer: Responsible for converting the logic of the system design into computer instructions. He must also provide documentation on the program he creates.
- Keypunch Operator: Responsible for converting the programmer's instructions and input data into machine readable punched cards.
- Computer Operator: Initially the operator will be responsible for performing program assemblies, compilations and tests. When CLEMIS becomes operational he will be responsible for running the computer both "on-line" and "off-line."
- Clerical: Responsible for typing all paperwork associated with CLEMIS. This will include the system design document, program documentation, user manual and operations manual.
- Contractor Personnel: Responsible for the system design document and other functions included in their contract with the County.

The staffing levels must be reviewed upon the completion of the system design to assure appropriate allocation of manpower resources.

The law enforcement community and OCDP will each have

basic responsibilities in the project. The local jurisdictions will have ultimate responsibility for all data input and system usage. To aid in carrying out this responsibility, the CLEMIS Coordinator will serve as a liaison with OCDP. Unresolved problems will be routed to the CLEMIS Advisory Committee.

OCDP, having responsibility for the computer facility, will supervise the implementation, maintenance and operations of CLEMIS. Any problems which arise will initially be channeled through the CLEMIS Coordinator. The CLEMIS Advisory Committee will be informed by the Project Director of any unresolved problem areas. Any feasible modifications or expansions approved by the Advisory Committee will be performed by OCDP.

Figure 8-4 illustrates the estimated cost of the manpower levels, depicted earlier in Figure 8-3, for the 14-month development period. The total cost to Oakland County for manpower salaries, including consultants, ranges from $156,498.75 to $192,198.47. The base salary figures used in the computations were obtained from Interim 1971 Salary Schedule for Oakland County. The figures presented are base salary only and do not include benefits provided to the employees. The figures also indicate the full salary for all personnel even though they may only be involved in the project on a part-time basis.

OCDP	SALARY RANGE PER MONTH	MAN MONTHS REQUIRED	TOTAL OVER 14 MONTHS
Project Director	$1,268.75-1,356.23	14	$17,762.50-18,987.22
CLEMIS Coordinator	883.75-1,163.75	13	11,488.75-15,128.75
Systems Analyst	883.75-1,163.75	18	15,907.50-20,947.50
Programmer	883,75-1,163.75	54	47,722.50-62,842.50
Computer Operator	568.75-848.75	18	10,237.50-15,277.50
Keypunch Operator	455.00-577.50	18	8,190.00-10,395.00
Clerical	455.00-577.50	28	12,740.00-16,170.00
Consultants	not applicable	8	32,450.00
Total OCDP (Including Consultants)*			$156,498.75-$192,198.47

*These figures include $44,595. - $47,185. which has already been allocated, by the county and a grant, to the effort of System Design.

MANPOWER COSTS

FIGURE 8-4

8.5 COST SUMMARY

The cost summary reflects the initial estimates of the financial resources required, based on the schedule, equipment and manpower requirements previously presented. This summary is preliminary in nature and must be reviewed and updated after the system design has been solidified, and throughout the remaining stages of CLEMIS.

At this time only the costs of manpower and equipment can be estimated:

- Manpower (14 months): $156,498.75 to $192,198.47
- Computer Hardware: Purchase = $1,522,490.+ $4,311./Maintenance month
  Rental = $34,156./month

Other important costs which cannot be estimated at this time, but are possible considerations, include:

- Site Preparation: including such items as air conditioning, construction for security purposes, facility construction to house the computer and power supply.
- Communication Costs: including transmission lines to the terminals and other systems (such as LEIN), data sets and terminals.
- Supply Costs: including printer paper, punch cards,magnetic tapes and disk packs.
- Facility Costs: including space for CLEMIS personnel.

- Salary Adjustment Costs: including cost differential to affected personnel working on the night shifts.
- Conversion Costs: preparing the information currently on file in the local departments for inclusion into CLEMIS.
- Data Input Costs: The equipment and manpower required to continuously supply data to the system.
- Software Costs: The procurement of proprietary software systems.

When considering the financial resources demanded by a system such as CLEMIS two other factors must be considered: financial resources available to Oakland County and the benefits to be derived from CLEMIS.

The financial resources available to Oakland County must be thoroughly analyzed. Sources of revenue, such as grants from both government and private agencies, should be thoroughly explored. A determination must be made as to whether the benefits to be derived exceed the resources to be provided.

The benefits obtained by the Oakland County criminal justice community and the citizenry are presented in Section 9. A brief summary follows:

- Increased chance of arrest due to speed of information retrieval;

- Officer can obtain more information about an individual to assist him in deciding the proper action to take;

- Convenient facilities for indexing and retrieving information is provided;

- CLEMIS will provide police administrators with data needed for effective management;

- CLEMIS will serve as a communications network among jurisdictions as well as to other law enforcement systems; and

- CLEMIS can provide resource allocation for police management.

Over the total life of CLEMIS it is felt that the system will pay for itself. As new tools of law enforcement develop, such as automated fingerprint classification, CLEMIS will be able to incorporate them into its activities. Thus, CLEMIS can become an invaluable tool in the fight against crime and the administration of justice.

SECTION 9
BENEFITS AND CONSEQUENCES

9.1 GENERAL

The recommendations made in Section 7, if adopted, will require law enforcement agencies within Oakland County to institute a wide range of changes to their organizations and procedures. In order for these recommendations to be acceptable, the agencies must derive benefits from these changes. This section describes the benefits which can be derived if the recommendations are adopted and also relates the consequences of not implementing changes.

If none of the recommendations are adopted the operations of the police agencies in Oakland County will remain as they are. Previous sections have discussed the fragmented state of law enforcement which currently exists. Police cannot operate independently if they intend to perform their missions in today's society. Much has been done within the county to alleviate this fragmentation. The mutual aid pacts and tactical units, associations, Narcotics Enforcement Team and Legal Advisor Programs are all indications of the awareness by police administrators that more cooperation and consolidation are required.

Information needs are common to all agencies. Systems such as LESS, LEIN, LEADS, and NCIC have been designed to assist in providing this information. None of them completely satisfy the requirements which currently exist within Oakland County law enforcement. If none of the recommendations are adopted these require-

ments will remain unsatisfied.

Adoption of all of the recommendations does not mean that Utopia will have arrived and that all problems have disappeared. It does mean, however, that at least a large percentage of the police population will be following a set of standard procedures, utilizing a uniform set of data and exchanging information freely and effectively.

Implementing the recommendations will be a long and arduous task. Agreements must be reached on standards and uniform data interfaces, decisions must be rendered on the characteristics of CLEMIS and active interest and participation must be shown by the agencies. Is it really worth it?

The project team feels very strongly that the answer to that question is affirmative. We feel that there are three significant benefits which will be derived from the adoption of the recommendations and the effort of the implementation.

First, and most obvious, is that the departments will have information available to them which currently does not exist or is extremely difficult and costly to maintain and/or extract. Operational and management data will both be available to assist agency personnel at all levels. The availability of this information will permit the individual departments to operate more effectively.

The second major benefit is that the development of the Law Enforcement Management Information System will serve as a base for the total Oakland County Criminal Justice Information System. The criminal justice process generally starts with the police. The other elements in the process are dependent upon these agencies to

record, and provide, accurate and complete information on a timely basis. The adoption of the recommendations will assist these departments to carry out these functions.

The most significant benefit to be obtained from the adoption of the recommendations is a greater degree of commonality between law enforcement agencies. Using the same data interfaces, performing the same procedures, maintaining the same records and sharing a common bank of data will enable the departments to obtain a greater degree of unity. This does not imply that each department will be identical, but rather that individuality will not be maintained at the cost of communications and the exchange of information. The movement towards consolidation of functions which already exists will be given added impetus. Each department will give up some degree of autonomy for the benefit of law enforcement in general.

The benefits which will be derived from the adoption of the recommendations far outweigh the efforts and resources required to implement them. Oakland County law enforcement agencies cannot afford to ignore the requirements for change which exist. Whether the set of recommendations set forth previously is adopted, or a totally new set is developed, the requirements for change must be satisfied.

9.2 ACTIONS AND IMPACTS

The benefits to be derived from each specific recommendation are set forth in the following pages of this section. For some recommended actions the benefits are very large; for others, small.

The interrelationships between these actions is a critical factor in the determination as to which should be adopted and which should be ignored. All of the recommendations regarding standards and uniformity can be adopted, for example, without implementing CLEMIS. CLEMIS, on the other hand, cannot be developed unless some standards and uniformity are adopted. In another case, if CLEMIS is not developed the recommendations for organization are meaningless but if it is developed they have great significance.

These interrelationships are also described in the following pages, at least to the extent of defining the actions which are dependent upon other recommendations (i.e. CLEMIS is dependent upon standards and uniformity).

In addition to describing the impact of the actions and the interrelationships, the succeeding pages describe the results of not adopting each of the recommendations. These consequences also range from very large to small and must also be considered in making the final selection.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
The CLEMIS Advisory Committee have the final decision as to the characteristics of the system.	The personnel most knowledgeable to the requirements and desires of law enforcement will determine the type of data available, format of presentation and other features of the system. Advice should be given by OCDP and other appropriate agencies but the police themselves should make the final decisions. This action should also generate more interest and enthusiasm for CLEMIS by the police and result in more direct participation by these personnel.	If a centralized person or group is not given this authority then meaningful decisions will not be rendered in a responsive time frame. If this person or group is not a part of the police community the decisions may not be accepted and the system may not be utilized. The development of CLEMIS will require too many resources to take this gamble.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
The Advisory Committee be restructured and law enforcement be designated a sub-committee.	The design of the law enforcement portion of CLEMIS should be influenced by the types of information required by other criminal justice agencies. Restructuring the committee will permit this influence while at the same time limit the size of the body to a number which can operate effectively. Sub-committees will enable each segment of the criminal justice process to review those areas of CLEMIS in which they are most interested and knowledgeable.	The majority of the committee presently represents law enforcement. If other elements of the community are not provided proportional representation the efforts of the succeeding phases of CLEMIS will be far more difficult to accomplish. Responsive and effective decision-making will be difficult, if not impossible to achieve, with a committee which is significantly larger than the present body.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
A position of CLEMIS Coordinator be established.	This individual can, in a large measure, eliminate the "communication gap" which currently exists between OCDP and the law enforcement community. He will also enable police agencies to make more effective use of CLEMIS. The overall services provided by the system will also be increased by his efforts to convince additional jurisdictions to participate.	If more interest and enthusiasm for CLEMIS is not generated the system will not be utilized. There is no justification for expending the resources required to develop CLEMIS unless the probability is extremely high that the system will be used, and therefore be effective.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
A study and analysis be conducted of Oakland County law enforcement records systems.	This action is required to implement the next recommendation, the design of a standardized records system. No detailed information is currently available as to the structure and contents of the records systems that exist within all of the agencies. The Requirements Analysis effort obtained some data in this area but did not go to the depth required for the design of a standard records system.	If this study is not conducted a standardized records system cannot be competently designed. Without this design, and its adoption, CLEMIS users will have to either maintain two sets of records or individually adopt those required by CLEMIS. This will result in inefficiency and a continuation of the lack of standardization which currently exists.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
A standardized record system be designed and adopted by CLEMIS users.	CLEMIS will depend on a standard set of records. Adoption of a single method by system users will enable them to maintain only one set of records. Even if CLEMIS did not have this need, a standardized records system within all agencies will permit more effective exchange of information, training of personnel and procurement of filing equipment and supplies.	If no standards are adopted CLEMIS cannot be developed. If only those standards needed by CLEMIS are adopted, the agencies will have to maintain two sets of records; their own and those required by the system. The result will be inefficiency and waste.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
A standardized set of procedures be established and adopted by CLEMIS users.	This action will permit CLEMIS to process data from all users in the same manner. Agencies must record the same activities in the same way, and at the same stage of the event, if valid comparisons of trends and incidents are to be made between jurisidictions.	If system users do not adopt a standard set of procedures CLEMIS will have to be designed to process each department's data in accordance with the procedures in use by that agency. This would require the expenditure of an amount of resources that cannot be justified. The absence of these procedures would also preclude the production of county-wide statistical reports due to a lack of a set of common definitions of actions and activities.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
CLEMIS be developed as a single set of processing tasks to be used by all departments.	Adoption of this recommendation will require each user to accept the method of processing performed by the system. Unique processing for individual departments would not be accomplished. This is the most economical and effective way to develop and operate a system the size and scope of CLEMIS. It will permit all available resources to be applied to developing capabilities which can be used by all agencies.	If CLEMIS is developed in a manner which will provide unique processing tasks to each agency, the system will require a configuration of equipment far in excess of that needed for a single set of tasks. The resources needed for design, programming and operation of the system will also be drastically increased.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
Agencies using CLEMIS adopt a uniform set of data interfaces.	This action depends upon the adoption of the recommendation for standardized procedures and a single set of processing tasks. It will require that users of CLEMIS agree to a set of input forms, output reports, file layouts and terminal formats. It will enable the portions of CLEMIS which process these elements to be designed to satisfy a single set of requirements.	Permitting each agency to submit data, and receive reports, in the format most desirable by that individual department will destroy the concept of a single system serving the needs of all users. The resources required to implement these unique data interfaces will be much greater than those required for a uniform set.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
The concept of CLEMIS described in Section 7.5 be adopted.	The concept of CLEMIS outlined in Section 7.5, in the opinion of the project team, contains the characteristics and capabilities which will satisfy the largest number of requirements for information with the least expenditure of resources. The selection from the alternatives presented was made based on the needs of Oakland County and knowledge gained from the development of other criminal justice systems. It is felt that the implementation of this concept will provide police management and field	The selection of alternatives other than those recommended will have some impact on the value of the system to the user. The degree of impact will vary, depending upon the type and nature of the alternative selected. If CLEMIS is not developed at all, the criminal justice process within Oakland County will not be able to cope with the workload and problems which loom in the future.

RECOMMENDATION	IMPACT OF ACTION	CONSEQUENCE OF INACTION
	personnel with the type of information they need, when they need it, and in a useable form.	

9.3 SUMMARY

Oakland County has taken the first step to develop a total criminal justice system. This project was initiated because officials within the county were aware that problems existed which could be alleviated by this type of system.

These officials were also aware that the effort to develop such a system would require time and energy, as well as financial resources. The basic objective of this system is to improve the criminal justice process within the county. The accomplishment of this objective is the greatest benefit which will accrue.

SECTION 10
CONCLUSION

The Requirements Analysis of the Law Enforcement Management Information portion of CLEMIS has now been completed. The activities of this effort encompassed surveying law enforcement and other agencies within Oakland County, investigating and documenting automated systems which already exist, defining the requirements for improvement within the law enforcement area, determining recommendations which will satisfy these requirements and compiling and producing this document.

The value of this effort is yet to be determined. If it culminates in a document which will only be, figuratively, placed upon a shelf and never used, the effort has been completely wasted. If it forms a basis for change and improvement in the availability and exchange of information between agencies of the Oakland County criminal justice process, then the effort has indeed been expended wisely.

It is not anticipated that every person reading this report will agree with all of the statements and recommendations contained herein. It is hoped that the contents of this document will provide the impetus for discussion and debate. Effective and responsive changes can only be instituted through the free exchange of ideas and concepts.

The deepest impression made upon the members of the project team as a result of the recently completed effort was the fragmentation of information within the Oakland County criminal justice

process. The reasons for this condition are numerous, and hopefully have been fully explained in the previous sections. Perhaps the most compelling reason for the development of CLEMIS is that it will provide a single point at which all elements of the criminal justice community can exchange information.

There are a number of official and unofficial organizations within the County which currently promote the exchange of ideas between criminal justice elements. It appears to the Project Team that the efforts of these organizations have not been completely successful, as evidenced by the current fragmented state of criminal justice information. If criminal justice elements are to meet the problems of tomorrow, they can no longer afford to operate as they have in the past. Cooperation and consolidation are the only methods which will permit the most effective use to be made of the limited resources which are available to these agencies.

One indication of the current environment is the fact that the project team could find no single source of information which completely described the criminal justice community of Oakland County. A large amount of effort was expended in contacting various individuals, and reading numerous documents, in order to ensure that no significant source of information had been overlooked. None could be found.

It is strongly recommended that the description of the criminal justice community, which has been presented by the project team in Section 3 of this document, be continuously reviewed and updated. A current description of this important segment of today's society should always be available to all interested persons.

The problems facing the criminal justice community of Oakland County are not any different than those facing similar agencies in other locations. The amount of literature being written, funds which are being made available, and attention that is being spent in the area of criminal justice throughout the entire United States, is a result of the growing awareness that the entire criminal justice process in this country cannot continue to function as it has in the past. Concerned members of the community are taking action today to ensure that these problems will not exist tomorrow. Law enforcement, prosecution/defense, judicial, detention, probation/parole, and other agencies within Oakland County have all individually initiated actions to improve their operations and effectiveness. The development of CLEMIS can serve as one of the ways in which a unified attack on today's problems is made by all of these elements.

It has been shown in every area of the country that today's criminal justice process must be the result of all agencies working together for a common goal. Oakland County has the resources and capability to serve as a model of how this cooperation and unity can be achieved. The first step in this process has been taken by the completion of the Requirements Analysis effort. The execution of the remaining steps is up to governmental units which serve the citizenry of Oakland County, Michigan.

APPENDIX A

CLEMIS ADVISORY COMMITTEE

CLEMIS ADVISORY COMMITTEE

MEMBER	ORGANIZATION
Bruestle, Darryl	Chief of Police, City of Birmingham
Cribb, Frank T.	Chief of Police, City of Clawson
Deadman, Robert F.	Chief of Police, City of Farmington
Fisher, Forrest, Jr.	Chief of Police, City of Troy
Hanger, William	Chief of Police, City of Pontiac
Hansen, George	Director of Public Safety City of Oak Park
Hazen, Leo	Undersheriff, Oakland County
Moxley, Ralph W.	Oakland County Police Academy
Perinoff, Alexander	Vice Chairman, Oakland County Commissioners
Plants, John R.	Director, Michigan State Police
Plunkett, Thomas G.	Prosecuting Attorney, Oakland County
Potts, Herman H.	Chief of Police, City of Royal Oak
Sackett, Milton G.	Chief of Police, City of Southfield
Snell, Robert	Chief of Police, Bloomfield Township
Stewart, James Y.	Director of Public Safety Huntington Woods
Stokes, William C.	Chief of Police, Waterford Township
Tobin, Rollin	Chief of Police, West Bloomfield Twp.
Yakes, Irving	Chief of Police, Farmington Township

APPENDIX B

QUESTIONNAIRE

GENERAL SURVEY

OAKLAND COUNTY, MICHIGAN
LAW ENFORCEMENT AGENCY SURVEY

NAME OF JURISDICTION: _____

NAME OF AGENCY: _____

NAME AND TITLE OF AGENCY HEAD: _____

MAILING ADDRESS: _____

_____

_____

TELEPHONE NUMBER: _____

TYPE OF JURISDICTION (CITY, TOWNSHIP, VILLAGE, ETC.): _____

TYPE OF GOVERNMENT (MAYOR, COUNCIL, EXECUTIVE, ETC.): _____

WHO SHOULD BE CONTACTED WITHIN THE AGENCY WITH REGARD TO THIS QUESTIONNAIRE?

NAME AND RANK/TITLE: _____

ADDRESS: _____

_____

_____

TELEPHONE NUMBER: _____

This survey is being conducted for the Oakland County Board of Auditors as a part of
THE CLEMIS PROJECT
by
Systems Science Development Corporation
1104 Spring Street
Silver Spring, Maryland 20910

I. General - Please show the size of your jurisdiction for each of the three years indicated: 1950 1960 1970 1980 (Proj.)

Area-Square Miles (as of December 31) ____ ____ ____ ____

Population (census figures) ____ ____ ____ ____

Miles of roads (as of December 31) ____ ____ ____ ____

Please attach a map showing your current jurisdictional boundries, including the designation of district, beat and/or patrol areas. If these designations vary between shifts, please attach a map for each designation. Also please denote the location of your physical facilities.

II. Department Organization

1. Primary responsibilities - Please indicate the basic functions of your agency: _____

_____

_____

_____

2. Number of personnel - Please use figures as of December 31 for each year.

CATEGORY		1950 AUTH	1950 ACTUAL	1960 AUTH	1960 ACTUAL	1970 AUTH	1970 ACTUAL	PROJ. 1980
Sworn Officers	-Full time							
	-Part time							
Civilian-Technical	-Full time							
	-Part time							
Civilian-Administrative	-Full time							
	-Part time							
Other (specify) _____	-Full time							
	-Part time							
Total	-Full time							
	-Part time							

What is the average number of hours worked per week for part time employees? _____

3. What are the time periods for each of your shifts? _____

4. If available, please attach a copy of the following documents:

-Most recent annual report

-Current organization chart including number, and category of assigned personnel in each section.

-1970 Annual Uniform Crime Report

III. Facilities

1. How many vehicles of each type does your agency operate?

TYPE	CURRENT RADIO EQUIPPED	CURRENT NOT RADIO EQUIPPED	PROJ. 1980
Marked Sedans			
Unmarked Sedans			
Motorcycles/Scooters			
Ambulances			
Other (specify)			

_____

_____

2. How do you communicate with officers not in radio equipped vehicles?_____

_____

3. Do officers use police vehicles during off hours?_____

4. Who maintains your vehicles?_____

_____

5. What are your dispatching facilities?

_____Do own dispatching Centralized_____ Decentralized_____
Police only Other services(please specify_____
_____Dispatch for other agencies
Names of agencies

Use facility of other agency. Agency name:_____

6. What radio frequencies has your jurisdiction been allocated by the F.C.C.?

FREQUENCY	USAGE

7. What frequencies do you monitor?

FREQUENCY	AGENCY
_____	_____
_____	_____
_____	_____

8. Is your emergency police telephone number 911?_____

IV. Interfaces

1. Do you have your own LEIN Terminal?_____

If no, what agencies do you use to access the LEIN System?

_____

_____

2. What is your weekly volume of LEIN/NCIC usage? (include traffic for other agencies if you provide this service).

	QUERY	ENTER	MODIFY	CANCEL/DELETE
PERSONS	_____	_____	_____	_____
VEHICLES	_____	_____	_____	_____
PROPERTY	_____	_____	_____	_____

What is your weekly volume of other LEIN messages?

Sent:_____ Received:_____

For all LEIN traffic what is your peak hour and day? What is your total volume this period?

Sent:_____ Received:_____

3. Excluding all LEIN traffic, please list the five (5) law enforcement agencies you contact most frequently. If you include the Michigan State Police, please specify the post.

	NUMBER OF CONTACTS PER WEEK BY CATEGORY				
AGENCY NAME	TELETYPE	RADIO	TELEPHONE	MAIL	IN-PERSON

4. Do you interface with a Civil Defense agency?_____

If yes, what agency?_____

5. Please describe your commitments to Civil Defense.

_____

_____

_____

_____

_____

V. Mobile Patrol Activity - The questions in this section will enable the study group to project the volume of activity within Oakland County. Please use actual figures where available. It is also important to use hourly peak counts within each period during peak days rather than the average for the four-hour time spans shown:

	(AM) 12-4	(AM) 4-8	(AM) 8-12	(PM) 12-4	(PM) 4-8	(PM) 8-12
1. How many calls for Police service do you receive per day (including complaints, accidents, and all other calls requiring a response)?	____	____	____	____	____	____
2. How many mobile patrol units, with radios, are on duty?	____	____	____	____	____	____
a. How many of these have only one man?	____	____	____	____	____	____
b. How many have two men?	____	____	____	____	____	____
3. How many motor vehicles are stopped, examined or investigated; for any reason; by your agency?	____	____	____	____	____	____

4. How many beats, districts and/or patrol areas do you have? _____(if the number varies between shifts, please specify the number for each shift).

5. How many mobile units are assigned to each of these patrol areas, by shift, during the peak hour and day?_____

_____

VI. Workload - The following questions concern various activities which produce information which may be included within the county law enforcement information system. The data will be used to determine file sizes and peak activity. These figures are critical as they affect systems design and equipment procurement.

	1960	1965	ALL OF 1970	PEAK MO. in 1970	PROJ. 1975
1. Vehicles					
a. How many vehicles were stolen in your jurisdiction?	____	____	_____	_____	_____
b. How many vehicle recoveries were made in your jurisdiction?	____	____	_____	_____	_____
c. How many vehicles were towed and/or repossessed in your jurisdiction?	____	____	_____	_____	_____

2. Warrants. The categories of warrants attempt to differentiate relative inportance of warrants.

	FELONY	MISDEMEANOR (NOT TRAFFIC)	CIVIL	TRAFFIC HAZARDOUS VIOLATIONS	TRAFFIC PARK.	TRAFFIC OTHER
Currently in file						
Number currently in LEIN						
Newly issued per monthly						
Served per month						

5. How many mobile units are assigned to each of these patrol areas, by shift, during the peak hour and day?_____

_____

VI. Workload - The following questions concern various activities which produce information which may be included within the county law enforcement information system. The data will be used to determine file sizes and peak activity. These figures are critical as they affect systems design and equipment procurement.

	1960	1965	ALL OF 1970	PEAK MO. in 1970	PROJ. 1975
1. Vehicles					
a. How many vehicles were stolen in your jurisdiction?	____	____	_____	_____	_____
b. How many vehicle recoveries were made in your jurisdiction?	____	____	_____	_____	_____
c. How many vehicles were towed and/or repossessed in your jurisdiction?	____	____	_____	_____	_____

2. Warrants. The categories of warrants attempt to differentiate relative inportance of warrants.

	FELONY	MISDEMEANOR (NOT TRAFFIC)	CIVIL	TRAFFIC HAZARDOUS VIOLATIONS	TRAFFIC PARK.	TRAFFIC OTHER
Currently in file						
Number currently in LEIN						
Newly issued per monthly						
Served per month						

What were the total number of warrants served in each category?	1960	1965	1970	PROJECTED 1975
CRIMINAL	____	____	____	____
TRAFFIC	____	____	____	____
OTHER	____	____	____	____
TOTAL	____	____	____	____

3. Arrests. How many persons were apprehended or detained by your agency in each of the following categories:

	1960 ADULTS	1960 JUV	1965 ADULTS	1965 JUV	1970 ADULTS	1970 JUV	PROJECTED 1975 ADULTS	PROJECTED 1975 JUV
Felony and non-traffic misdemeanor arrests	_____		_____		_____		_____	
Traffic violations (excluding parking)	_____		_____		_____		_____	
Other apprensions/ detentions	_____		_____		_____		_____	

4. Traffic Accidents
   a. Please indicate the number of accidents investigated by type.

	1960	1965	ALL OF 1970	PEAK MO. 1970	PROJ. 1975
FATAL	____	____	_____	_____	_____
PERSONAL INJURY	____	____	_____	_____	_____
PROPERTY DAMAGE	____	____	_____	_____	_____

   b. Please indicate the number of victims of each type:

DRIVERS					
KILLED	____	____	_____	_____	_____
INJURED	____	____	_____	_____	_____
PASSENGERS					
KILLED	____	____	_____	_____	_____
INJURED	____	____	_____	_____	_____
PEDESTRAINS					
KILLED	____	____	_____	_____	_____
INJURED	____	____	_____	_____	_____

5. Parking tickets
   How many tickets were issued in each year ____ ____ _____ _____ _____

6. Police records

	DO NOT MAINTAIN THIS FILE	DO MAINTAIN NUMBER OF RECORDS IN FILE AS OF DECEMBER 31 1960	1965	1970	PROJ. 1975
a. Criminal History File (if the following are not included in the Criminal History File, please provide individual figures).					
-Fingerprint File	_____	____	____	____	_____
-Mug File	_____	____	____	____	_____
-Rap Sheet File	_____	____	____	____	_____
-Other(specify)	_____	____	____	____	_____
_____	_____	____	____	____	_____
_____	_____	____	____	____	_____
b. Fingerprint Classification File	_____	____	____	____	_____
c. Master Name Index	_____	____	____	____	_____
d. Modius Operandi	_____	____	____	____	_____
e. Licences/permits					
-Taxicabs, Ambulance, etc.	_____	____	____	____	_____
-Dancehalls, Discotheque, etc.	_____	____	____	____	_____
-Alcoholic Bervages	_____	____	____	____	_____
-Coin Operated Machines	_____	____	____	____	_____
-Concealed weapons carriers	_____	____	____	____	_____
-Solicitors	_____	____	____	____	_____
-Other(please specify)_____	_____	____	____	____	_____
_____	_____	____	____	____	_____

f. Registrations

-Guns	_____	____	____	____	_____
-Vehicles	_____	____	____	____	_____
-Bicycles	_____	____	____	____	_____
-Other (please specify)_____	_____	____	____	____	_____
_____	_____	____	____	____	_____
_____	_____	____	____	____	_____
_____	_____	____	____	____	_____

g. Property

-Stolen articles	_____	____	____	____	_____
-Acquired Property (found, recovered, confiscated, etc.)	_____	____	____	____	_____

h. Business Owners File	_____	____	____	____	_____
i. Premise Check File	_____	____	____	____	_____
j. Field Interregation File	_____	____	____	____	_____
k. Case File and/ or History	_____	____	____	____	_____

7. What intelligence, narcotics and/or vice files do you maintain?

NAME OF FILE	NUMBER OF RECORDS
_____	_____
_____	_____
_____	_____

8. If you maintain a Name Index File, what categories of persons are included?

_____	_____
_____	_____
_____	_____

9. Does your agency maintain records of other activities and/or services not mentioned above?

_____

_____

_____

_____

VII. Operating Procedures

1. Briefly outline the steps in your arrest/booking procedures: (NOTE: Use additional sheets if needed)

_____

_____

_____

_____

_____

_____

2. Briefly outline the steps an officer follows in stopping a vehicle for a traffic violation:

_____

_____

_____

_____

_____

_____

3. Briefly outline your procedure for case accounting:

_____

_____

_____

_____

_____

_____

4. Briefly outline your procedure for processing complaints, from the time of receipt until the dispatched unit is back in service.

5. What procedures are followed by your agency in processing issued parking tickets?

6. How do you become aware of court dispositions?

7. Please attach the forms your department uses for each of the following activities:

-Employee time

-Initial recording of citizen complaints

-Dispatch record (radio ticket)

-Results of investigation

-Motor vehicle accidents

-Arrests

-Summonses

-Warnings

-Parking tickets

-Daily incident summary

VIII. What are your short and long range plans for changes within your agency?

IX. Potential Files

The following files are those which are most often found in law enforcement systems, both manual and automated. Using the numbers 1 through 12 phase-rate these potential files in order of preference or need to your agency beginning with 1 as the most important and 12 as the least important.

	RANK
STOLEN VEHICLES	_____
STOLEN PROPERTY	_____
CRIMINAL HISTORY ("RAP-SHEETS")	_____
WANTS AND WARRANTS	_____
KNOWN CRIMINALS	_____
TOWED, REPOSSESSED AND STORED VEHICLES	_____
CRIMINAL IDENTIFICATION	_____
GUN REGISTRATION	_____
PERSONS ON BAIL	_____
PERSONS IN CUSTODY/JAIL	_____
PAROLEES AND PROBATIONERS	_____
PARKING TICKETS	_____

Comments: Please indicate any files which would be useful to your agency other than those listed above:

APPENDIX C

AGENCY DIRECTORY

DEPARTMENT NAME	DEPARTMENT ADDRESS	PHONE NUMBER	NAME OF DEPARTMENT HEAD
Addison Township Police Department	684 Manotic Street Lakeville, MI 48036		Chief John Moore Chief of Police
City of Berkley Police Department	2466 Rosemont Berkley, MI 48072	541-9000	Chief James Cole Chief of Police
Beverly Hills Village Department of Public Safety	18500 W. 13 Mile Rd Birmingham, MI 48009	646-6400	Mr. Thomas Good Director of Public Safety
City of Birmingham Police Department	151 Martin Street Birmingham, MI 48012	644-3400	Chief Darryl L. Bruestle Chief of Police
City of Bloomfield Hills Police Department	45 E. Long Lake Rd Bloomfield Hills, MI 48013	644-4200	Chief James Fowler Chief of Police
Bloomfield Township Police Department	4200 Telegraph Road Bloomfield Hills, MI 48013	644-5555	Chief Robert L. Snell Chief of Police
City of Clawson Police Department	425 N. Main Clawson, MI 48017	588-5000	Chief Frank T. Cribb Chief of Police
City of Farmington Police Department	23600 Liberty Farmington, MI 48024	474-1212	Chief Robert F. Deadman Chief of Police
Farmington Township Police Department	31555 W. 11 Mile Rd Farmington, MI 48024	474-2335	Chief Irving Yakes Chief of Police
City of Ferndale Police Department	310 E. 9 Mile Road Ferndale, MI 48220	541-3650	Chief Donald R. Geary Chief of Police

DEPARTMENT NAME	DEPARTMENT ADDRESS	PHONE NUMBER	NAME OF DEPARTMENT HEAD
Franklin Village Police Department	26225 Wellington Franklin, MI 48025	626-5444	Chief Frank Wilson Chief of Police
City of Hazel Park Police Department	111 E. 9 Mile Road Hazel Park, MI 48030	542-6161	Chief Charles W. Young, Sr. Chief of Police
Holly Village Police Department	504-1/2 Maple Holly, MI 48442	634-8221	Chief Omer Teeples Chief of Police
City of Huntington Woods Department of Public Safety	12755 W. 11 Mile Rd Huntington Woods, MI 48070	541-1180	Mr. James Y. Stewart Director of Public Safety
City of Keego Harbor Police Department	2965 Orchard Lake Road Keego Harbor, MI 48033	682-3030	Chief James Sisk Chief of Police
Lake Orion Village Police Department	37 E. Flint Street Lake Orion, MI 48035	693-1770	Chief Neal E. Leonard Chief of Police
City of Lathrup Village Police Department	28888 Southfield Rd Lathrup Village, MI 48075	356-3600	Chief Thomas A. Tellefsen Chief of Police
City of Madison Heights Police Department	300 W. 13 Mile Rd Madison Heights, MI 48071	585-2100	Chief Robert E. Richardson Chief of Police
Milford Village Police Department	124 E. Commerce Street Milford, MI 48042	684-1515	Chief Joseph S. Brophy Chief of Police
City of Northville Police Department	215 W. Main Northville, MI 48167	349-1280	Chief Samuel F. Elkins Chief of Police

DEPARTMENT NAME	DEPARTMENT ADDRESS	PHONE NUMBER	NAME OF DEPARTMENT HEAD
City of Novi Police Department	25850 Novi Road Novi, MI 48050	349-2444	Chief Lee Be Gole Chief of Police
Oakland County Sheriff's Department	104 Wayne Street Pontiac, MI 48058	335-8194	Sheriff Frank W. Irons Sheriff of Oakland County
City of Oak Park Department of Public Safety	13600 Oak Park Blvd Oak Park, MI 48237	541-1337	Mr. George K. Hansen Director of Public Safety
City of Orchard Lk. Village Police Department	3951 Orchard Lake Rd Orchard Lake, MI 48033	682-2400	Chief Jack E. Nicholson Chief of Police
Oxford Village Police Department	18 West Burdick Street Oxford, MI 48051		Chief Albert Roberts Chief of Police
City of Pleasant Ridge Police Department	23925 Woodward Ave Pleasant Ridge, MI 48069	542-6161	Chief J. S. Connolly Chief of Police
City of Pontiac Police Department	110 E. Pike Street Pontiac, MI 48058	332-0171	Chief William K, Hanger Chief of Police
Pontiac Township Police Department	2060 Opdyke Pontiac, MI 48057	373-5200	Chief Richard E. Brown Chief of Police
City of Rochester Police Department	400 6th Street Rochester, MI 48063	651-9621	Chief R. C. Werth Chief of Police
City of Royal Oak Police Department	221 E. Third Street Royal Oak, MI 48067	543-7500	Chief Herman H. Potts Chief of Police

DEPARTMENT NAME	DEPARTMENT ADDRESS	PHONE NUMBER	NAME OF DEPARTMENT HEAD
Royal Oak Township Police Department	21149 Wyoming Ferndale, MI 48220	542-7484	Chief Henry L. Bibb Chief of Police
City of Southfield Police Department	26000 Evergreen Rd Southfield, MI 48075	356-6622	Chief Milton G. Sackett Chief of Police
City of South Lyon Police Department	214 W. Lake Street South Lyon, MI 48176	437-1772	Chief Grant O. Dale Chief of Police
City of Sylvan Lake Police Department	1820 Iverness Pontiac, MI 48053	682-1440	Chief George McTavish Chief of Police
City of Troy Police Department	500 W. Big Beaver Troy, MI 48084	689-4455	Chief Forrest O. Fisher Chief of Police
City of Walled Lake Police Department	1499 East West Maple Rd Walled Lake, MI 48088	624-3111	Chief Leland F. Pratt Chief of Police
Waterford Township Police Department	4953 Highland Road Pontiac, MI 48054	674-0351	Chief William C. Stokes Chief of Police
West Bloomfield Township Police Department	4460 Orchard Lake Road Orchard Lake, MI 48033	682-1555	Chief Rollin G. Tobin Chief of Police
White Lake Township Police Department	7525 Highland Road Milford, MI 48042	363-8383	Chief Louis H. Marsh Chief of Police
City of Wixom Police Department	49045 Pontiac Trail Wixom, MI 48096	624-1111	Chief George E. Von Behren Chief of Police
Wolverine Lake Village Police Department	425 Glengary Walled Lake, MI 48088	624-1335	Chief Don Vickery Chief of Police

APPENDIX D

LESS INPUT FORMS

BLOOMFIELD TOWNSHIP POLICE DEPARTMENT

COMPLAINT ☐ RECOVERY ☐ ADJUSTMENT ☐

Complaint Number

Department	Date (Mo Da Yr)	Shift		District Section	Hour Code	UNF	Clears A File	Age	Crime Classification
3 0 3			☐ 1-SUN ☐ 2-MON ☐ 3-TUES ☐ 4-WED ☐ 5-THURS ☐ 6-FRI ☐ 7-SAT						

EXPANSION FACTOR – Check One Only

☐ 02 ATTEMPT	☐ 18 COIN OPR MACH	☐ 34	☐ 50	☐ 66 POCKET PICKING	☐ 82 SHOPLIFTING
☐ 04 AUTOMOBILE	☐ 20	☐ 36	☐ 52 MAILBOXES	☐ 68 PURSE SNATCHING	☐ 84
☐ 06 AUTO PTS & ACC	☐ 22 DOORWALL	☐ 38 FROM BLDG	☐ 54 MOTORIST	☐ 70	☐ 86 TOOLS
☐ 08	☐ 24 DISPLAY WINDOW	☐ 40 FROM AUTO	☐ 56	☐ 72	☐ 88 THREAT
☐ 10	☐ 26 DOOR	☐ 42	☐ 58	☐ 74 ROOF	☐ 90
☐ 12 BICYCLES	☐ 28 D.O.A.	☐ 44	☐ 60 OBSCENE	☐ 76	☐ 92 YARD
☐ 14	☐ 30	☐ 46 LIGHTS	☐ 62	☐ 78	☐ 94 WATER
☐ 16	☐ 32 EQUIPMENT	☐ 48 LOCKS	☐ 64	☐ 80 SAFE	☐ 96 WINDOW

☐ 98 OTHER Please Print

ESTABLISHMENT or OTHER – Check One Only

☐ 01 APT (MULT DWELL)	☐ 17	☐ 32 DRUG STORE	☐ 49 LAKE	☐ 67	☐ 83 R R PROP
☐ 03 APPLIANCE STORE	☐ 19	☐ 35 DOCTOR'S OFFICE	☐ 51 LIQUOR STORE	☐ 69 PARKING LOT	☐ 85 RESIDENCE
☐ 05	☐ 21 CHURCH	☐ 37 GARAGE	☐ 53	☐ 71 PARTY STORE	☐ 87 RESTAURANT
☐ 07	☐ 23 CLEANERS	☐ 39 GAS STATION	☐ 55 MOVIE	☐ 73 PRIVATE CLUB	☐ 89 RETAIL STORES
☐ 09 BANK	☐ 25 CONST SITES	☐ 41 GOV'T PROP	☐ 57 MOTEL/HOTEL	☐ 75 PRIVATE PROP	☐ 91 SHOP. CENTER
☐ 11 BAR	☐ 27 C.V.T. PROP	☐ 43 HOSPITAL	☐ 59 TRAILER PARK	☐ 77 PUBLIC STREET	☐ 93 SUPER MARKET
☐ 13 BD OF ED PROP	☐ 29 PUBLIC PARK	☐ 45 JEWELRY STORE	☐ 61 OFFICE BLDG	☐ 79	☐ 95 SCHOOLS
☐ 15 BOWLING ALLEY	☐ 31	☐ 47 LAUNDRY	☐ 63 OTHER BUS EST	☐ 81	☐ 97
			☐ 65		

☐ 99 OTHER Please Print

ORIGIN	RECOVERED		
☐ 1 Radio	☐ 1 Locally	Currency ☐ 1	Jewelry ☐ 4
☐ 2 In Person	☐ 2 Elsewhere	Furs ☐ 2	Clothing ☐ 5
☐ 3 TX	☐ 3 Other Juris.		
☐ 4 F.O.P.			
☐ 5. Other	Badge No.	Automobiles ☐ 3	Miscellaneous ☐ 6
☐ 6. Lein			

BADGE	Time To Arrive – hours	Time To Arrive – minutes	Time To Complete – hours	Time To Complete – minutes
1				
2				
3				
4				
5				

DP-448 - Revised (02-01-71)

OAKLAND COUNTY SHERIFF'S DEPARTMENT

ARREST ☐ DISPOSITION ☐

ARREST NUMBER

DEPT. 4

DATE mo da Yr

SHIFT

☐1 Sun. ☐2 Mon. ☐3 Tues. ☐4 Wed. ☐5 Thurs. ☐6 Fri. ☐7 Sat.

DIST SECTION

HOUR CODE

Crime Classification

EXPANSION FACTOR—Check One Only

☐02 ATTEMPT	☐18 COIN OPR. MACH.	☐34	☐50	☐66 POCKET PICKING	☐82 SHOPLIFTING
☐04 AUTOMOBILE	☐20	☐36	☐52 MAILBOXES	☐68 PURSE SNATCH.	☐84
☐06 AUTO PRTS & ACC	☐22 DOORWALL	☐38 FROM BLDG.	☐54 MOTORIST	☐70	☐86 TOOLS
☐08	☐24 DISPLAY WINDOW	☐40 FROM AUTOS	☐56	☐72	☐88 THREAT
☐10	☐26 DOOR	☐42	☐58	☐74 ROOF	☐90
☐12 BICYCLES	☐28 D.O.A.	☐44	☐60 OBSCENE	☐76	☐92 YARD
☐14	☐30	☐46 LIGHTS	☐62	☐78	☐94 WATER
☐16	☐32 EQUIPMENT	☐48 LOCKS	☐64	☐80 SAFE	☐96 WINDOW

☐98 (OTHER) Please Print--

DISPOSITION

☐1 Guilty as Charged	☐6 Handled w/i dept. and released.
☐2 Guilty—Lesser Offense	☐7 Ref— Prob. Dept
☐3 Aquitted or Dismissed	☐8 Ref— Welfare Agency
☐4 Ref—Juvenile Court	☐9 Ref—Other Police Agency
☐5 Other—Pending Elsewhere, Etc..	☐10 Ref—Criminal or Adult Ct.
1-5 Refers to Adults	6-10 Refers to Children

WEAPON CODE—

☐1 Gun
☐2 Knife
☐3 Other Weapon
☐4 Aggravated
☐5 Not Agg.
☐6 Other

LAW

☐1 LOCAL
☐2 STATE
☐3 FEDERAL

RESISTED ARREST

☐1 YES

SUBJECT

☐1 Held
☐2 Summ. Cited Notified
☐3 Released

AGE

SEX

☐1 Male
☐2 Female

RACE

☐1 White ☐4 Chinese
☐2 Negro ☐5 Japanese
☐3 Indian ☐6 Other

BADGE NO.

DP-449 - Revised 1-1-71

ACTIVITY LOG

PAGE OF

DP-447 (10-1-70)

DEPT. CC. 1-3

DATE CC. 4-8 — MO. DAY YR.

WEEKDAY CC. 10
- 1 SUN.
- 2 MON.
- 3 TUES.
- 4 WED.
- 5 THUR.
- 6 FRI.
- 7 SAT.

SHIFT CC. 9

OFFICER		DUTY TIME	
NAME	BADGE NO.	ON	OFF
NAME	BADGE NO.	ON	OFF

STANDARD INCIDENTS

A Accident Rep	F Open Bldg	K Susp. Veh/Peo
B Alarms	G Open Door/Win	L Traffic Violation
C Building Check	H Ordinance Viol.	M Traffic Warning
D Department Assist	I Road Hazard	N F I. Cards
E Motorist Assist	J Service Req.	O Other (specify)

DISP. RUNS CC. 19-20

CAR	ODOMETER
1 NUMBER CC. 25-27	START CC. 30-34
PLATOON CC. 28	FINISH CC. 35-40
2 NUMBER CC. 25-27	START CC. 30-34
PLATOON CC. 28	FINISH CC. 35-40

VEHICLE MAINTENANCE

GALLONS CC. 41-43	
REPAIR CODE CC. 44-45	
REPAIR AMT. CC. 46-50	
GALLONS CC. 41-43	
REPAIR CODE CC. 44-45	
REPAIR AMT. CC. 46-50	

TIME FROM	TIME TO	LOCATION	NATURE OF ACTIVITY	AREA DIST. 11-12	AREA SECT. 13-14	HR. CODE 15-16	O.T. 17	INC. 18	CRIME CLASS CC. 21-24	BADGE NO. CC. 25-27 / CC. 36-38	COMP. TIME HRS. CC. 32 33	COMP. TIME MIN. CC. 34-35

Department

POLICE DEPARTMENT

Date

mo da yr

Car. No.

VEHICLE MAINTENANCE

Mileage

Gas./Gal.

	Maintenance Code	Maintenance Amount
1		
2		
3		
4		
5		

dp-461 (11-1-70)

APPENDIX E

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APPENDIX F

OCDP COMPUTER CONFIGURATION

OAKLAND COUNTY DATA PROCESSING EQUIPMENT

(All equipment listed is manufactured by the International Business Machines Corporation)

Installed to date:

2040	Central Processor - 128 K
1052	Console Typewriter
2821	Card/Printer Control
1403	Printer
2540	Card Reader/Punch
2803	Tape Control
2401	Tape Drives (4)
2314	Disk Control
2312	Disk Storage
2313	Disk Storage
2848	Display Control
2260	Display Units (4)
1053	Display Unit Printer
2701	Transmission Control
2740	Keyboard/Printer Terminal

To be installed - Additional:

By December, 1971:

2318	Disk Storage
-	Additional Core 64K
2260	Display Units (2)

By June, 1972:

2312	Disk Storage
-	Additional Core 64K

By August, 1972:

3145	System/370 Processor 256K
3215	High Speed Console
2821	Card Control
2540	Card Reader/Punch
3211	Printer
3830	Disk Control
3330	Disk Storage
3803	Tape Control

By August, 1972-Continued:

3420	Tape Drives (5)
2848	Display Control
2260	Display Units (12)
1053	Display Unit Printer
2701	Transmission Control
2740	Terminal

Note: This list may not reflect the total quantity of teleprocessing controls or terminals.

APPENDIX G

LEIN ADVISORY BOARD

LEIN ADVISORY BOARD

The present committee members are:

Frank J. Kelly	Attorney General
Richard H. Austin	Secretary of State
Director Gus Harrison	Department of Corrections
Sheriff Kenneth Preadmore	Ingham County
Sheriff Frank Irons	Oakland County
Sheriff Ron Parsons	Kent County
Chief Forrest Fisher	Troy Police Department
Chief James Rutherford	Flint Police Department
Chief Dean Fox	Kalamazoo Police Department
Lieutenant Charles Main	APCO and Oak Park Police Department
Captain Glen Dafoe	Michigan State Police
Captain Robert Buchanan	Michigan State Police
David R. Fergason	Computer Center
Henry S. Sedmak	Michigan State Police

APPENDIX H

QUESTIONNAIRE

OPERATIONAL COSTS