

AN INTERNSHIP IN PUBLIC ADMINISTRATION PERFORMED AT
THE CITY OF TUCSON POLICE DEPARTMENT
TUCSON, ARIZONA: April 17, 1970 - July 24, 1970

by
Daniel Arthur Lawrence

A Diary Submitted to the Faculty of the
DEPARTMENT OF PUBLIC ADMINISTRATION
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF PUBLIC ADMINISTRATION
In the Graduate College
THE UNIVERSITY OF ARIZONA

1970

STATEMENT BY AUTHOR

This diary has been submitted in partial fulfillment of requirements for an advanced degree at The University of Arizona and is deposited with the Department of Public Administration under rules of the faculty.

Authorization for the use of the material appearing herein has been granted to the intern, Daniel Arthur Lawrence, solely for the purpose of presentation to the Department of Public Administration in the College of Business and Public Administration, The University of Arizona, as a requirement of a graduate study program. The opinions and judgments appearing in this diary are entirely those of the intern.

A handwritten signature in cursive script, reading "Daniel Arthur Lawrence", written over a horizontal line.

APPROVAL BY DIARY DIRECTOR


This diary has been approved on the date shown below:

R. A. Mulligan
Head, Department of Public
Administration

Date

MEMORANDUM OF SANCTION

This is to acknowledge that the City of Tucson Police Department, State of Arizona, has received a copy of this diary. Authorization for the use of material appearing herein has been granted to the intern, Daniel Arthur Lawrence, solely for the purpose of presentation to the Department of Public Administration of the College of Business and Public Administration, University of Arizona, as a requirement of a graduate study program. The opinions and judgments appearing in this diary are solely those of the intern and do not necessarily represent those of the City of Tucson or the Tucson Police Department.



William J. Glinkson,
Chief of Police

PREFACE AND ACKNOWLEDGMENTS

The purpose of this diary and of the internship experience with the Tucson Police Department was to provide the author with an increased understanding of the public management and planning aspects of police administration. This diary is the result of ten weeks of observation and practical application.

The introduction of the diary deals with the selection of an internship and the placement of the intern within the agency. Part 1 traces the history of the Tucson Police Department and its personnel policies. This part concludes with an examination of the organizational structure of the department and its staff. Part 2 reports the author's experiences during the ten-week internship with the Tucson Police Department. Part 3 summarizes and presents conclusions of the author as well as an attempt to convert textbook theory into practical application.

The author is indebted to Doctor Raymond Mulligan for his assistance in securing the internship. Any attempt to name all the persons whose aid and assistance have made this diary possible would be impossible. My extreme gratitude is extended to Professor Sanford W. Shoults,

whose assistance and counseling over these many years has made this all possible. Special thanks are extended to Chief William Gilkinson, Captain Francis Kessler, Lieutenant Leonard Dietsch, Sergeant Timur Tau, all of the Tucson Police Department, and especially to those secretaries and commissioned personnel in the Office of Internal Affairs.

Daniel Arthur Lawrence

Tucson, Arizona

DEDICATION

TO MY WIFE, LAURA,
WHOSE PATIENCE AND UNDERSTANDING
MADE THIS DIARY POSSIBLE

TABLE OF CONTENTS

	Page
LIST OF ILLUSTRATIONS	x
LIST OF GRAPHS	xi
ABSTRACT	xii
I. INTRODUCTION	1
Selection of Internship	1
Assignment within the Tucson Police Department	4
II. A BRIEF HISTORY OF THE TUCSON POLICE DEPARTMENT	6
1871-1898	6
1898-1910	8
1910-1970	8
III. PERSONNEL POLICIES	12
IV. ORGANIZATION	16
City Government	16
The Police Purpose	20
Organization of the Tucson Police Department	22
Section One	23
Section Two	26
Division Commanders (Captains)	26
Police Lieutenant	27
Section Three	28
Office of the Chief of Police	29
Uniform Division	33
Detective Division	37
Administrative Division	41
Services Division	45

TABLE OF CONTENTS - Continued

	Page
V. EDUCATION SURVEY	51
VI. 1969 PERSONNEL REPORT	65
Introduction	67
Personnel Statistics	68
Recruiting	68
Processing	68
Analyses of Processing Dropouts	68
Analyses of Losses to the Tucson Police Department	69
Promotions 1969	76
Lieutenant to Captain	76
Sergeant to Lieutenant	76
Patrolman to Sergeant	76
Written Commendations	77
Chief of Police	77
Division Commander	77
Educational Accomplishments	78
Commissioned Personnel	78
Civilians	79
Applicants Who Were Appointed	80
Voluntary Terminations	84
Deceased	87
Retired	87
Assaulted Officers	89
VII. AWARDS STUDY	95
Review of Awards System--Selected Cities	95
Baltimore, Maryland	96
Dallas, Texas	96
Denver, Colorado	97
Ft. Worth, Texas	97
Los Angeles, California	98
Phoenix, Arizona	98
Sacramento, California	98
San Diego, California	98
San Francisco, California	98
St. Petersburg, Florida	99

TABLE OF CONTENTS - Continued

Page

Departmental Awards and Com- mendations--Tucson Police Department	100
Medal of Valor	100
Medal of Merit	101
Scarlet Shield Medal	102
Service Medal	103
Certificate of Commendation	104
Nominations for Service Medals and Certificates	104
VIII. CONCLUSIONS	106
Evaluation of the Tucson Police De- partment	106
Theory and Practice	107
Evaluation of Internship	108
APPENDIX A: APPLICATION FOR EXAMINATION	110
APPENDIX B: APPLICANT QUESTIONNAIRE	112
APPENDIX C: INTERVIEW RATING SHEET	130
APPENDIX D: AGILITY TEST	131
APPENDIX E: RECRUIT CURRICULUM	133
APPENDIX F: ANNOUNCEMENTS	138
APPENDIX G: LIST OF CORRECTIONS FOR CONTINUING EDUCATION	153
APPENDIX H: LIST OF EMPLOYEES' MATRICULATION NUMBERS AND UNITS COMPLETED	161
APPENDIX I: EXAMPLES OF AWARDS ISSUED BY CITIES SURVEYED	172

TABLE OF CONTENTS - Continued

	Page
APPENDIX J: PROPOSED AWARDS FOR CITY OF TUCSON POLICE DEPARTMENT	181
REFERENCES CITED	187

LIST OF ILLUSTRATIONS

Figure	Page
1. Growth of Tucson	11
2. Organization of the City of Tucson	17
3. Organization of Tucson Police Department prior to July 1, 1970	24
4. Organization of Tucson Police Department July 1, 1970	25
5. Organization of Chief's Office	31
6. Organization of Uniform Division	34
7. Organization of Detective Division	38
8. Organization of Administrative Division	42
9. Organization of Services Division	46
10. Check List for University of Arizona Catalog (1967-1969)	53
11. Check List for University of Arizona Catalog (1969-1971)	54
12. Check List for Pima College	55
13. Educational Information Sheet	58
14. Summary of Education by Class Standing	62

LIST OF GRAPHS

Graph	Page
1. Tucson Police Department--Educational Levels Attained (All Personnel)	60
2. Tucson Police Department--Educational Levels Attained by Rank (Commissioned Personnel)	61
3. Comparative Employment Statistics	71
4. Comparisons for 1967, 1968, and 1969 Showing Stage When Applicants Dropped Out during Processing	72
5. Analysis of Total Number Personnel Separated	73
6. Status of Personnel Who Left (1967-1969)	74
7. Statistics on Applicants Who Were Appointed	75
8. Length of Service as of December 31, 1969	88
9. Citizens' Complaints, Dispositions, and Letters of Appreciation	90
10. Number of Boards of Inquiry in 1969	94

ABSTRACT

This internship with the Tucson Police Department began with the assignment to the Office of Internal Affairs within the Administrative Offices of the Chief of Police. During the internship, the Office of Internal Affairs was moved into the newly created Administrative Division.

The first project assigned was the 1969 Personnel Report. This report consisted of a compilation of personnel statistics about the Tucson Police Department. This project was set aside with the assignment of my second project.

The second project was a survey of the educational achievements within the Tucson Police Department. This project was given priority over the 1969 Personnel Report and, therefore, is listed first in the diary. This project was a complete evaluation of the Tucson Police educational system and its accomplishments.

The third and final project concerned the development of an awards system for the Tucson Police Department. A survey of other cities was conducted, and recommendations were based on the results of that survey.

These three projects concluded the internship in the prescribed 400 hours.

CHAPTER 1

INTRODUCTION

Selection of Internship

Following the successful completion of thirty credit hours of classroom study, the graduate student must do one of two things, dependent upon his previous background.

The graduate student with prior police experience is generally required to write a master's thesis for completion of his graduate degree. A subject is chosen which is acceptable to both the student and the faculty. When the thesis is completed, it is submitted to a committee of three, and an oral examination is then held. The successful candidate is awarded a master's degree in Public Administration, while the unsuccessful ponders his next move in the long process.

However, the thesis is the least-often chosen approach to the degree of Master of Public Administration. The most common approach, and the approach which I elected, was that of a master's diary. The diary is in lieu of a thesis and recommended for graduate students lacking practical experience in their chosen field.

The first step in the selection of an internship is probably the most important and only step which is completely out of the control of most interns. This is the selection of an agency within which the intern can academically approach this educative experience. The proper technique is to write selected agencies, stating your objectives and intentions and asking for their assistance.

This appears, at first glance, to be a simple and straightforward approach, which it is, with these exceptions. Most students are having financial difficulty and cannot afford to travel extensively for interviews with selected agencies. If this travel were possible, the student probably would not be capable of sustaining himself for a period of ten weeks in a strange city.

This brings us to the point in question: How does one select an agency when funds and time are limited? An individual should select the agency which is equipped to provide the intern with the required experiences and yet is close enough to be conservative financially. This is the method of reasoning which led to my internship with the Tucson Police Department.

Why the Tucson Police Department over the Pima County Sheriff's Office? The reasons were quite simple: (1) reputation, (2) facilities, and (3) scope of operation. This is not to say that the sheriff's office could not, or

would not, provide a valuable internship. It is to say that in my opinion a more productive internship could be accomplished within the framework of a municipal police agency.

The second step was securing permission from the Chief of Police, William Gilkinson, to allow such an internship to take place.

While speaking with Doctor Mulligan, he suggested that I contact Captain Francis Kessler and ask his permission and thoughts on the matter. A call was immediately made and an appointment set for an oral interview at the department with Captain Kessler. On April 9, 1970, at 1300 hours, the initial interview took place. The captain informed me that the department had not accepted an intern during the past year because of reorganization but felt relatively sure that the Chief would give his consent at this time. He informed me that within a few days the decision would be made. Captain Kessler informed me on April 10 that the Chief had consented and the internship could commence at my convenience.

I asked the Captain if I could possibly start on a part-time basis until the end of the semester, at which time I would work full-time. This arrangement was satisfactory, and I started the internship April 16, 1970.

Assignment within the Tucson Police Department

My next concern after acceptance was to what office or department will I be assigned. It was my immediate thought that the Office of Research and Development would be the most likely choice. This, however, was not the case; and I was assigned to the Office of Internal Affairs, commanded by Lieutenant Leonard Dietsch.

This choice proved to be quite beneficial in the long run, as will be demonstrated later in the diary. I would like to briefly describe the office to further the reader's understanding of the working situation. The duties and responsibilities of this office will be explained in Chapter 4 under Organization.

The Office of Internal Affairs is composed of two separate operating units: The first unit, Internal Investigations, composed of one lieutenant and one patrolman, utilizes one-third of the office space; the second unit, Personnel and Training, utilizes the other two-thirds. This unit is comprised of one lieutenant, one sergeant, and two secretaries. With the addition of an intern, the area became quite crowded.

The secretaries proved to be a blessing in disguise because of their ability to find information which escaped the eye of one intern. They were constantly furnishing me with necessary and vital information, along with coffee and an occasional cake or two.

Lieutenant Dietsch proved to be of great assistance in securing needed documents and materials. His ability to attach priorities to certain material proved to be invaluable. The lieutenant proved to be a storehouse of knowledge concerning training techniques and educational approaches to professionalization.

Sergeant Tau, also within the Office of Internal Affairs, supplied me with many hours of informative discussion. Topics varied from the proper use of teletype systems within patrol vehicles to the concepts of lateral entry.

Because of the above-mentioned reasons, it is my opinion that had I been assigned to any other department, this internship would not have been so rewarding or educational.

CHAPTER 2

A BRIEF HISTORY OF THE TUCSON POLICE DEPARTMENT

1871-1898

William Morgan, an ex-Union soldier, along with other citizens of a town in southern Arizona, instituted a movement to incorporate the town into a "village." During the interim, Morgan was appointed deputy sheriff and had the duty of overseer of the chain gang.¹

In April, 1871, the board of supervisors decided that Tucson should have a corporate name, Village of Tucson, to accommodate its incorporated status. In May of that same year, elections were held for municipal offices. A total of 66 votes were polled, and Morgan, the former deputy sheriff, became the first village marshal. Morgan held the position only two months and in a special election held July, 1871, was replaced by John Miller.

The early records of Tucson indicate that a constant turnover of marshals was due to unstable law enforcement. This constant turnover is indicated by the following account. The village election in January, 1873, placed

1. William F. Hogan, "William Morgan, First Village Marshal of Tucson," Arizoniana--The Journal of Arizona History, Vol. III, No. 3 (Fall, 1962), p. 48.

F. M. Hodges in the office of town marshal. Marshal Hodges later resigned and was replaced by J. S. Thayer. This marshal also resigned, and the two-year term of office was completed by Francisco Esparzo.²

Adolph George Buttner was elected marshal of the Village of Tucson on January 4, 1876. Marshal Buttner's force consisted of four policemen, one in charge of the telephone, one man in charge of the chain gang, and two men on foot patrol.³

In August of 1882, great steps were taken toward better police service with the mayor's appointment of a committee "to appoint such peculiar or special policemen as they deem necessary. . ."⁴

The village marshal was held responsible for police service by the mayor's committee and became the ex-officio chief of police. The marshal's pay was set at one hundred twenty dollars per month, with a ninety-dollar allowance for each policeman. Some of the police force had procured uniforms as early as May of 1883.

Buttner, considered by historical writers to be Tucson's first chief of police, died November 7, 1885, of

2. Charles D. Flagg, *Diary of an Internship with the Police Department, City of Tucson, State of Arizona*, 1967, p. 11.

3. William F. Hogan, "Adolph George Buttner: Tucson's First Chief of Police," Arizoniana--The Journal of Arizona History, Vol. II, No. 2 (Summer, 1964), p. 26.

4. Ibid., p. 27.

consumption. This was "after having exposed his life time and time again while keeping order in that then turbulent frontier town."⁵

The turnover rate and instability among marshals was predominant throughout the 1880's. During the latter part of the 1800's, and in a 27-year period, 13 marshals were elected to serve the Village of Tucson.

1898-1910

Historical information concerning the Tucson Police Department for this time period is not available.

1910-1970

In the past 60 years Tucson has had 15 marshals and chiefs of police. This is just one more than was necessary to cover the period 1871-1898. All city marshals up to and including Jack Dyer were elected officials. During Dyer's term of office, the city charter was adopted, and the city marshal became known as the chief of police.

The following is a list of Tucson's marshals and chiefs of police from 1910 to present. Names will appear in chronological order, with dates of office when available.

1. Judd Arnold (No date available)
2. John Roling (No date available)

5. William F. Hogan, "Police Department Historical Note," (a Tucson Police Academy hand-out) p. 1.

- | | |
|--------------------------|-----------------------------|
| 3. Eso Mills | (No date available) |
| 4. Jim Cullen | (No date available) |
| 5. Frank Bailey | (No date available) |
| 6. J. S. Hopely | (No date available) |
| 7. Dallas Ford | (? -1925) |
| 8. Jack Dyer | (1925-1933) |
| 9. C. A. Wollard | (1933-1938) |
| 10. Henry L. Hilles | (1938-1939) |
| 11. Don J. Hays | (1939-1940) |
| 12. Harold Wheeler | (1940-) |
| 13. Don J. Hays | (-1957) |
| 14. Bernard L. Garmire | (1957-1969) |
| 15. William J. Gilkinson | (1969-Present) ⁶ |

Many improvements were made within the Tucson Police Department under the direction and guidance of Chief Garmire, the major contribution being the "Garmire campus." This program made college-level courses available to all Tucson police officers. Shift changes were adjusted to coincide with quarter class changes, and reimbursement was given to policemen who attended the extension campus. Chief Garmire is presently employed as police chief of Miami, Florida.

Chief William Gilkinson is continually striving to professionalize Tucson's police service. Chief Gilkinson is chairman of Region Two, Arizona State Justice Planning

6. Douglas H. Scoopmire, An Internship in Public Administration Performed at the City of Tucson Police Department, Tucson, Arizona, 1969, p. 14.

Agency. He helped formulate and initiate the Southern Arizona Law Enforcement Institute located at the Tucson Police Academy.

The Tucson Police Department, under Chief Gilkinson's direction, is continually researching better and more productive methods of providing the citizens of Tucson with the most professional police service available in the nation. The Tucson department is considered to be one of the best police agencies in the nation.

Tucson's growth during the last decade (Figure 1) has demanded a more professional police service. It is my belief that this service is being provided by the policemen of the City of Tucson.

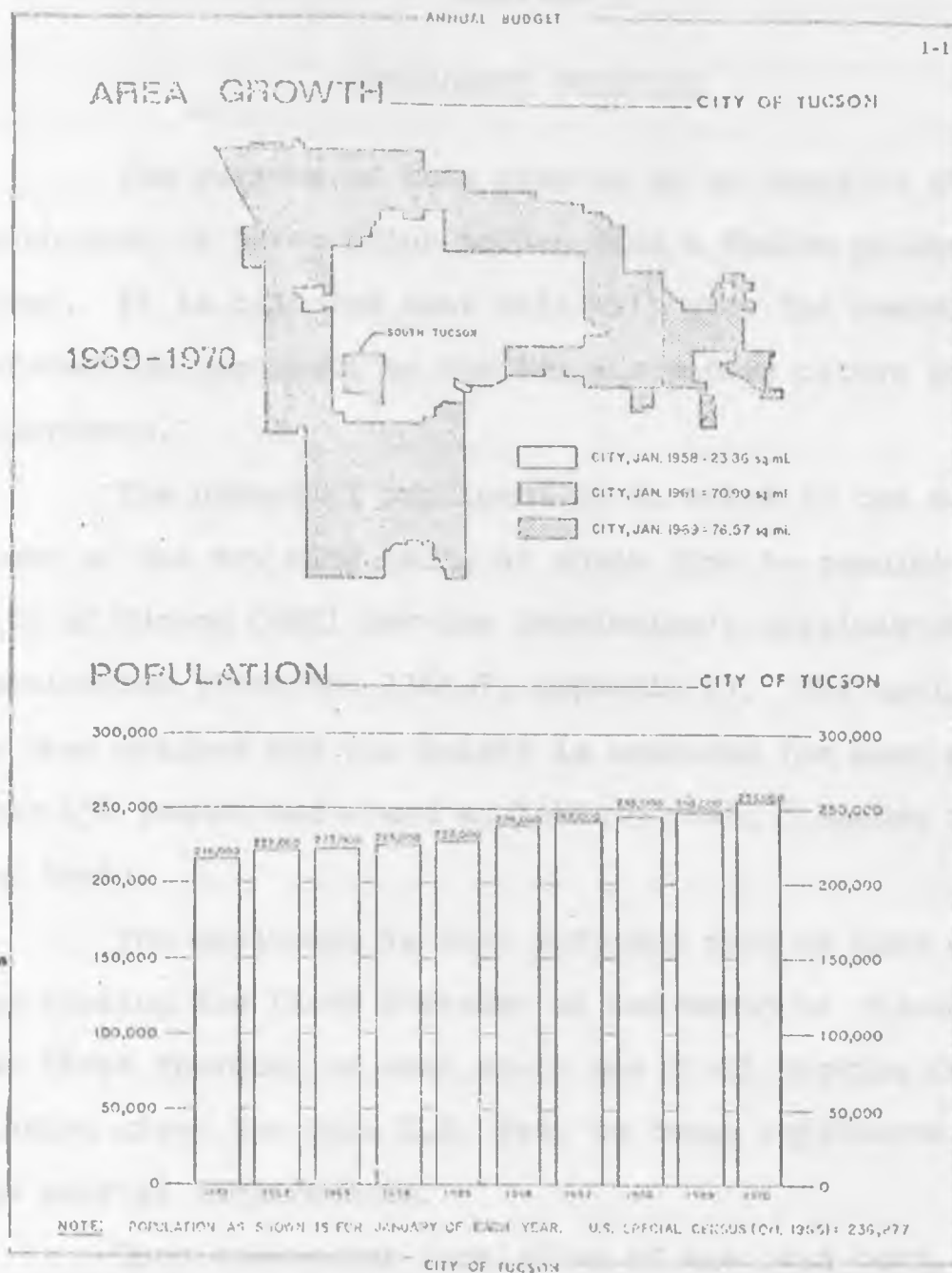


Figure 1. Growth of Tucson

CHAPTER 3

PERSONNEL POLICIES

The purpose of this chapter is to describe the steps which must be taken prior to becoming a Tucson police officer. It is believed that this will give the reader information pertinent to the administrative nature of this department.

The potential applicant is directed to the second floor of the new city hall, at which time he completes the City of Tucson Civil Service Commission's application for examination (Form No. 1161-7, Appendix A). The applicant is then weighed and his height is measured (he must weigh over 150 pounds and stand at least 5 feet, 8 inches in stocking feet).

The applicant is then informed that he must appear for testing the first Thursday of any month he chooses. On the first Thursday of each month the Civil Service Commission gives the Otis I.Q. Test to those applicants meeting the initial requirements.

Upon successful completion of the Otis test, the individual is referred to the Personnel Department of the Tucson Police Department. Each applicant is given an initial

interview to determine if all previous steps have been completed. This initiates the second step in processing.

The applicant is given a lengthy questionnaire (Appendix B) and is asked to complete and return this document to the Office of Internal Affairs. He is then sent to Identification for mug shots and fingerprints. The prints are sent to Federal Bureau of Investigation headquarters for analysis and record check.

When the applicant returns with the completed questionnaire, described earlier, an oral interview and agility test are scheduled at his convenience. The oral interview is comprised of two lieutenants and one sergeant from the department equipped with the questionnaire and any other material which has been discovered during the background investigation. Each member of the oral board rates the candidate on a form provided (Appendix C). The candidate must gain the approval of two out of the three board members. If he successfully passes the oral board, he is given an agility test.

The agility test is given at the Tucson Police Academy on Silverbell Road and may be taken at any time. The test is composed of five parts, all of which have a maximum value of 100 points, giving a total possible of 500. Each candidate is given a verbal description of the act to be performed and is instructed to do the best possible job.

The instructor then rates each individual on a form provided (Appendix D). The candidate must amass a total of 220 points to pass the agility test. However, a better score will help his over-all rating at the completion of the processing. If the candidate is successful, he is again instructed to report to City Personnel for completion of his testing.

The next-to-the-last phase prior to placement on the list is successful completion of the civil service examination. This examination is quite long and requires four hours to complete. This examination will place the applicant on the list if successfully completed or completely eliminate the candidate if failed.

The last phase in the process is that of arriving at a percentage score for the successful candidate. This score is extremely important and will determine not only who is hired, but the order in which they will be considered for employment. The score is determined in the following manner:

Civil Service Examination . . .	60%
Otis I.Q. Test	20%
Agility Test	20%
	<hr/>
	100%

Each successful applicant is then placed on an eligibility list and awaits appointment. Appointment is made just prior to the commencing of a class and is initiated by the submission of personnel requisitions to the City Personnel Office. If the requisitions are approved, the given number of candidates are notified, usually in order of appearance from top score down.

The selected individuals are assigned to a class at the Southern Arizona Law Enforcement Institute to complete 440 hours of study (Appendix E). At the completion of this training, Tucson gains these recruits as probationary officers for the period of one year. At the completion of this year, the recruits become permanent members of the department.

All promotions are through civil service examination. Announcements (Appendix F) are released prior to each test for a given position. Open competitive examinations are held, and the rule of three applies.

CHAPTER 4

ORGANIZATION

City Government

The city of Tucson is classified as a council-manager city. This system utilizes an elected council and mayor which control the legislative functions of city government. A pictorial of this governmental structure can be seen in Figure 2. Following is a brief description of the duties of the principal city administrators from mayor to and including the chief of police.

The mayor is the ceremonial head of government and represents the citizens of Tucson at all social functions. The mayor is also responsible for basic policy formation and direction. To accomplish these tasks, he has the authority to appoint members to advisory as well as research committees. Then he coordinates these committees and directs their efforts toward major problems within the city.

The council is the legislative branch of city government and is responsible for budgetary approval, setting of tax rates, and determination of final policy within the city. The council is also responsible for the appointment and direction of the city manager.

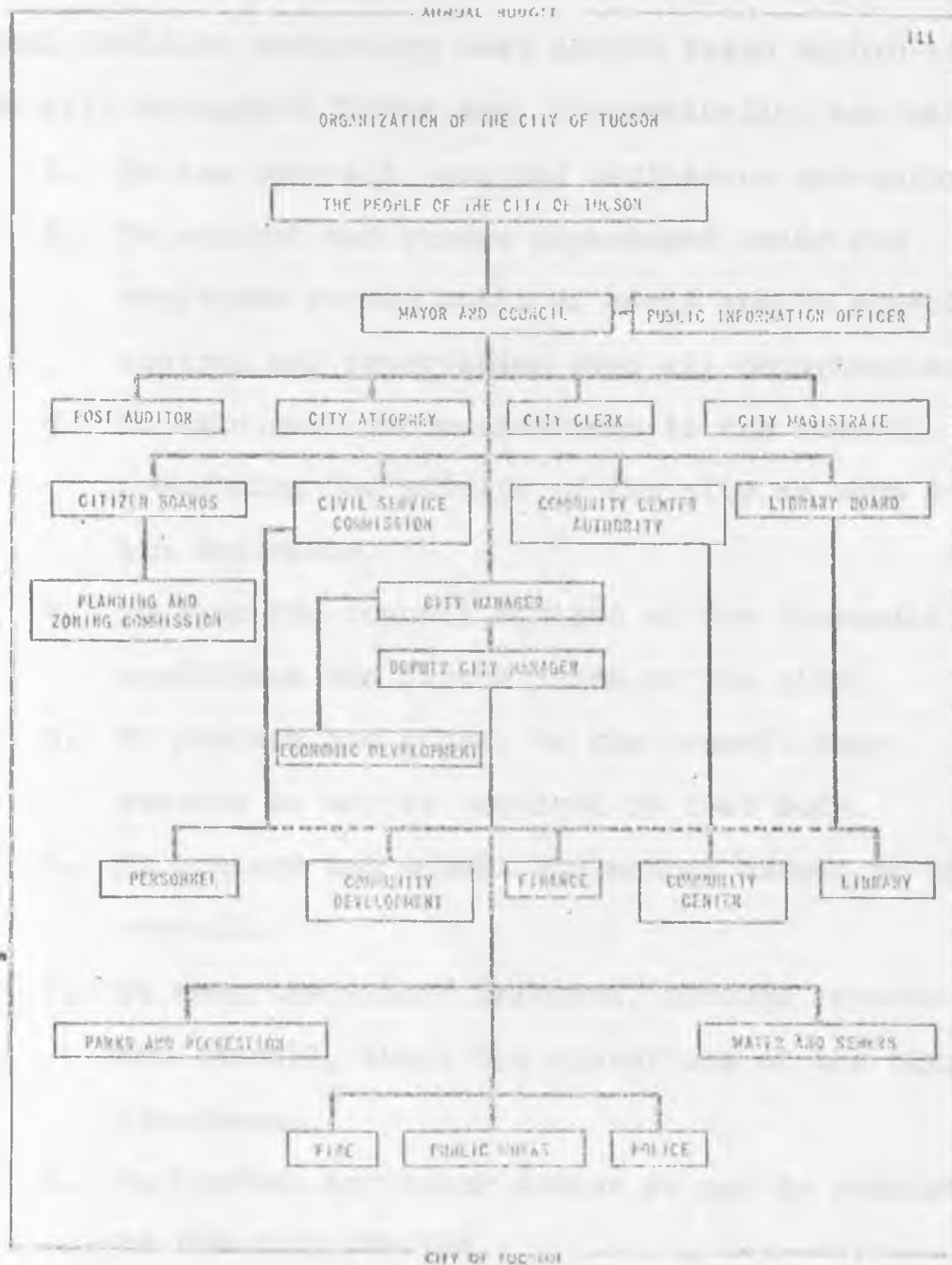


Figure 2. Organization of the City of Tucson

The city manager in Tucson, Roger O'Mara, is a strong figure in city government. Roger O'Mara is, in practice, the true administrator of the city. He gives the final decision concerning most action taken within the city. The city manager's duties are, theoretically, as follows:⁷

1. To see that all laws and ordinances are enforced.
2. To appoint and remove department heads and employees on the basis of merit and to exercise control and supervision over all departments.
3. To make such recommendations to the council concerning the affairs of the city as seem to him desirable.
4. To keep the council advised of the financial conditions and future needs of the city.
5. To prepare and submit to the council such reports as may be required by that body.
6. To prepare and submit the annual budget to the council.
7. To keep the public informed, through reports to the council, about the operations of the city government.
8. To perform any other duties as may be prescribed by the city charter.

7. International City Managers Association, Questions and Answers About the Council-Manager Plan and the City Manager Profession (Chicago: The International City Managers Association, 1965), p. 4.

The Tucson Code, adopted October 19, 1964, and effective January 20, 1965, prescribes in Chapter 10, Section 7, the duties and powers of the chief of police, as follows:⁸

1. There shall be maintained a police department, the members of which shall be qualified and appointed under civil service rules and regulations.
2. There shall be appointed a Chief of Police from the list of successful applicants certified by the Civil Service Commission. Such Chief of Police shall keep a public office, to be provided by the Mayor and Council, which office shall be open day and night. The Chief of Police shall devote his entire time to the discharge of the duties of his office, and shall have full control of the police force of the city.
3. In addition to the Chief of Police, the Mayor and Council, in the organization of the police department, shall provide for a permanent police force, which shall consist of such number of policemen as the Mayor and Council shall, from time to time, deem necessary to preserve the peace, protect the lives and property of the citizens, and enforce the laws and ordinances within the city.
4. The Chief and members of the police department shall have power to make arrests for violations of the ordinances of the city, and shall have the same power and authority to make arrests, and to serve processes, within the city, other than civil processes issued from the superior or justice of peace courts, or is or may be vested in sheriffs or other peace officers by the laws of the state. They shall have such other powers and duties as the Mayor and Council may, by ordinance, provide.

The code does not enumerate the chain of command, but, rather, mentions responsibilities. The Mayor and Council are required to furnish office space but are not

8. City of Tucson, Tucson Code, January 20, 1965, pp. 39-40.

mentioned elsewhere. This would lead one to believe that the chief is responsible to the citizens of Tucson. This is true in many respects, but the chief must maintain a working relationship with the city manager if he is to gain the necessary provisions to carry out his assigned task.

The Police Purpose

Many authors have written on the primary police function, and seldom do they agree on exactly what that function is. The following quote will show the discrepancy which exists: ". . . is to serve the citizens of a community and their guests."⁹ Another states that the police "are responsible for assuring tranquility."¹⁰ These definitions carry with them a number of meanings, dependent upon the background and knowledge of the reader.

One of the best explanations of the police objective or mission is as follows:¹¹

1. Prevention of Criminality. This activity views the police role in constructive terms and involves taking the police into sectors of the community where criminal tendencies are bred and individuals motivated to indulge in anti-social behavior, and includes seeking to reduce the causes of crime.

9. O. W. Wilson, Police Administration (New York: McGraw-Hill Book Company, 1963), p. 4.

10. A. C. Germann, Frank D. Day, Robert R. J. Gallati, Introduction to Law Enforcement (Springfield: Charles C. Thomas, 1963), p. vii.

11. International City Managers Association, Municipal Police Administration (Chicago, The International City Managers Association, 1969), p. 3-4.

2. Repression of Crime. This activity stresses adequate patrol plus a continuous effort toward eliminating or reducing hazards as the principal means of reducing the opportunities for criminal actions.
3. Apprehension of Offenders. This activity views quick apprehension as the means to discourage the would-be offender. The certainty of arrest and prosecution has a deterrent quality which is intended to make crime seem less worthwhile. Additionally, apprehension enables society to punish offenders, lessens the prospect of repetition by causing suspects to be incarcerated, and provides an opportunity for rehabilitation of those convicted.
4. Recovery of Property. This activity seeks to reduce the monetary cost of crime, as well as to restrain those who, though not active criminals, might benefit from the gains of crime.
5. Regulation of Noncriminal Conduct. This aspect of the police mission involves sundry activities that are only incidentally concerned with criminal behavior, such as the enforcement of traffic and sanitary code provisions. The main purpose is regulation, and apprehension and punishment of offenders are means of securing compliance. Other methods used to obtain compliance are education (e.g., observance of laws) and the use of warnings, either oral or written, to inform citizens of the violations without taking punitive actions.
6. Performance of Miscellaneous Services. This involves many service activities peripheral to basic police duties and includes, for example, the operation of detention facilities, search and rescue operations, licensing, supervising elections, staffing courts with administrative and security personnel, and even such completely extraneous things as chauffeur-ing officials.

The mission of the Tucson Police Department is explained thusly in the police manual:¹²

12. Tucson Police Manual, Introduction.

The mission or objective of the Tucson Police Department is the preservation of peace throughout the City; the prevention of criminal activities; the safe and steady flow of vehicular and pedestrian traffic and the guarantee that all persons shall be treated in a manner so as to protect their rights under the ordinances, laws and provisions of the City of Tucson, the State of Arizona and the Constitution of the United States of America.

All of these purposes are relevant and valid and should be viewed as different approaches in terminology only.

Organization of the Tucson Police Department

When the administration of an organization changes, certain internal changes must take place to compensate for the new personality. The organizational changes which took place within the Tucson Police Department will be explained and analyzed in the following sections.

Section One depicts the actual organizational changes which took place on July 1, 1970. These changes will be analyzed and evaluated as to their advantages and disadvantages.

Section Two will explain the command responsibilities in selected areas as expressed in the Tucson Police Manual.

Section Three will examine each division separately with an individual discussion devoted to the chief's office.

This evaluation should give the reader a greater understanding of the intra-functions of the Tucson department. This, in turn, will allow for a deeper understanding of this diary and its purpose.

Section One

The Tucson Police Department has been reorganized at least three times in the last year and a half. The most recent organization prior to July 1, 1970, was as depicted in Figure 3.

The chief of police had direct control over the Special Investigations Unit and the Administrative Offices, which included Internal Affairs and Community Relations. The department was then divided functionally into three divisions: (1.) Uniform, (2.) Detective, and (3.) Services.

The reorganization of July 1, 1970, now calls for four divisions and the office of the Chief of Police. The new organization includes the following changes.

The Special Investigations Unit and a secretary II are the only staff provided the chief of police. The other units were moved to the new functional division.

As Figure 4 points out, four divisions exist: (1.) Uniform, (2.) Detective, (3.) Administrative, and (4.) Services. Three of the four divisions remained the same. The Administrative Division evolved from the old Administrative Offices, with the following changes. Two new sections were added, which were the Legal Advisor and Budget and Research. Prior to this reorganization, the department had no provision for research and only limited provisions for budget preparation. Rather than having a

Figure 3. Organization of Tucson Police Department prior to July 1, 1970

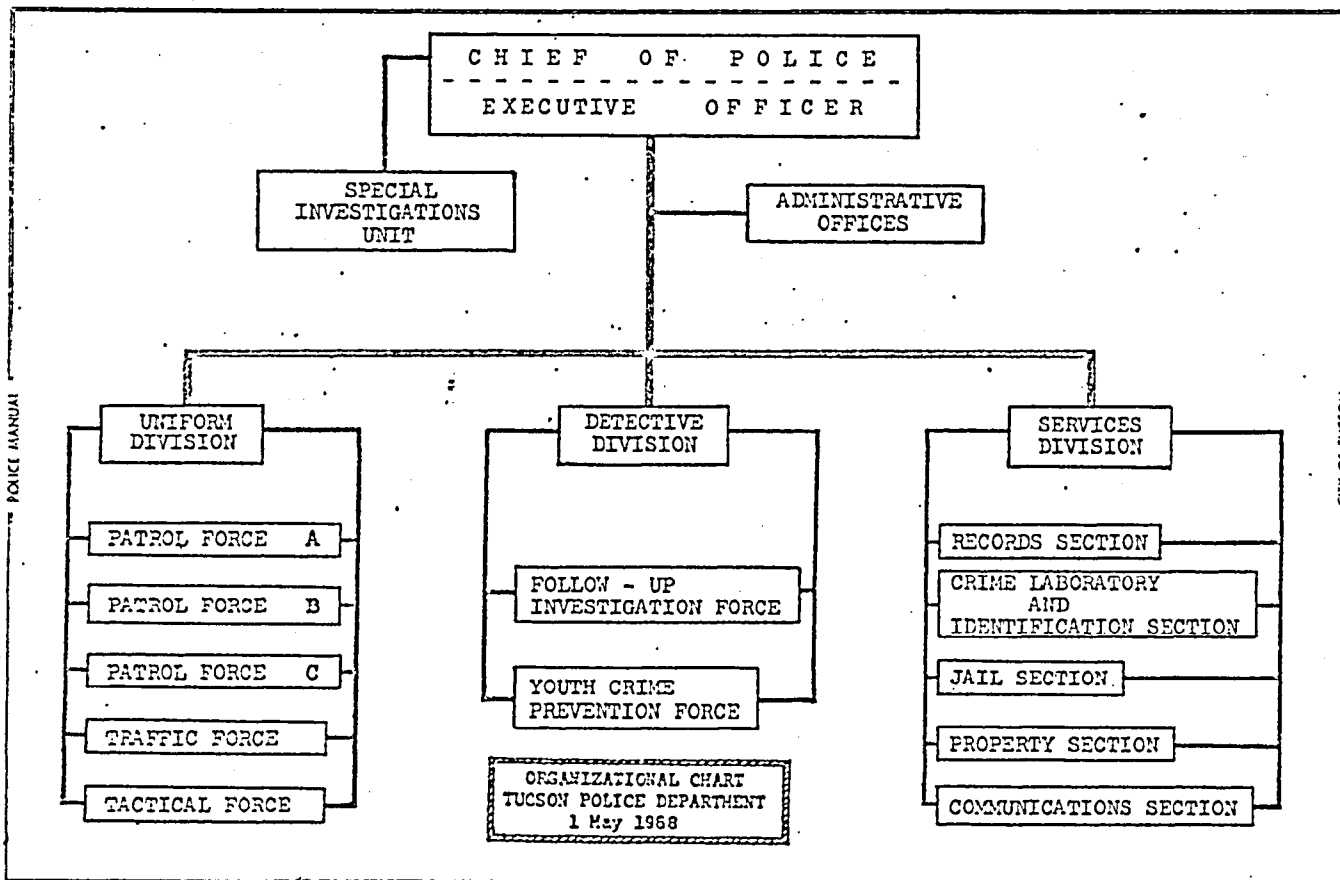
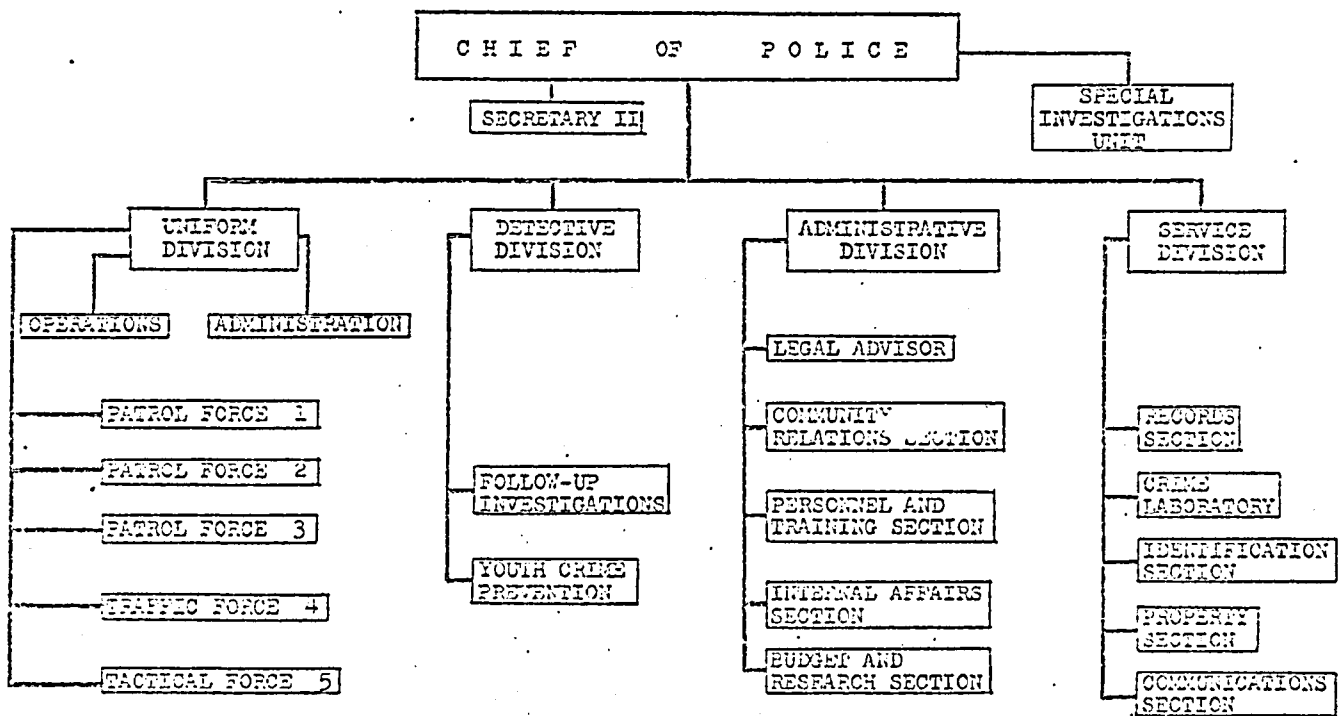


Figure 4. Organization of Tucson Police Department
July 1, 1970



regular staff to accomplish these tasks, an individual was assigned as the need arose. The function and makeup of these units as they now exist will be discussed in Section Three.

Section Two

Because of the vast number of duties and responsibilities listed by the Police Manual, only selected portions of this list will be used for this presentation.

Division Commanders (Captains). Shall have the immediate responsibility of planning to accomplish the overall objective; organizing to do the best job with material available; staffing of his command to insure the best results; training to maintain the most efficient operation; budgeting to get the most use out of the allotted quota or finances; equipping to insure proper utilities to perform the job and the care and proper use thereof; coordinate all the functions within his command; keeping up to date with public information to produce better public relations, problems of the community, and general areas of police concern; proper reporting of pertinent matters of police jurisdiction to his superior, to his subordinates, and to those personnel in equal authority who would be affected; and directing through the proper channels any and all

matters affecting the operation of the department. The responsibilities in this regulation will be subject to the approval of the chief of police.

He shall be responsible to keep abreast of crime trends in the city and take proper actions to meet these problems by the proper deployment of personnel under his command. He shall hold the responsibility for the assignment of personnel under his command to their respective duties 24 hours a day.

Police Lieutenant. Shall have active direction and supervision over all subordinates in his division in carrying out the orders and policies of the chief of police and his division commander. He shall not alter, revise or countermand such orders or policies except in case of emergency.

He shall personally inspect or cause to be inspected all subordinates under his supervision each day. . . He shall advise officers under his supervision of proper action to be taken in all doubtful cases. . . He shall be responsible for the investigation of circumstances of each arrest made by officers of his command during his tour of duty and determine that the arrest is justifiable before permitting the individual to be jailed.

Police Sergeant. Shall have personal direction and supervision over all patrolmen assigned to his command. . .

Shall be responsible for all personnel under his supervision, and in areas where certain personnel are assigned to him in a group, the sergeant shall have the responsibility of making periodic evaluations of such personnel, making written and oral reports denoting progress and need for training of personnel; filling out personnel evaluation ratings; the explanation of general and special orders, departmental directives, policies, and other training material which may be provided by the department; the field or vocational training of each person in his command; and the general appearance and conduct of each person.

Section Three

This section must be prefaced with a few remarks concerning the conflict between the cost areas as designated by the City of Tucson Budget Office and those designated by the Tucson Police Department.

The Budget Office has designated seven cost centers for police use. These seven are: (1.) administration, (2.) uniform, (3.) detective, (4.) general services, (5.) crime laboratory, (6.) police academy, and (7.) special investigations unit.

The Tucson Police Department, on the other hand, distinguishes only four divisions and the office of the chief. The organization, as it is practiced within the department,

places the Special Investigations Unit of the police department within the office of the Chief of Police, the Tucson Police Academy under the Administrative Division, and the crime laboratory under the direction of the Services Division. These discrepancies cause some problems at budget preparation time and occasionally throughout the year. Why these discrepancies exist I do not know, nor does anybody within either department.

My discussion will be based on my own interpretation of how the budget should be divided in cost centers, with explanations of those areas which disagree with either the police department's organization or that of the City of Tucson Budget Office.

The divisions will be discussed in the following order:

1. Office of the Chief of Police.
2. Uniform Division.
3. Detective Division.
4. Administrative Division.
5. Services Division.

Office of the Chief of Police. The office of the Chief of Police is responsible for the largest single departmental budget within the City of Tucson--some \$5,780,049. This is just over one-ninth of the total \$43,773,015 city budget. Most of this authority for budget execution is

delegated to the Administrative Division. The chief must, however, sign all requisitions prior to the purchase of large quantities of materials.

The chief's office is composed of the following:

(1) Chief of Police.	\$ 18,525
(1) Secretary II	7,200
(1) Lieutenant (Special Investigations Unit) .	13,800
(2) Sergeants (Special Investigations Unit). .	22,250
(4) Patrolmen (Special Investigations Unit). .	37,920
(1) Policewoman (Special Investigations Unit).	9,000
(1) Clerk Typist II (Special Investigations Unit)	6,000
<hr/>	
Total Personnel Budget	\$114,695

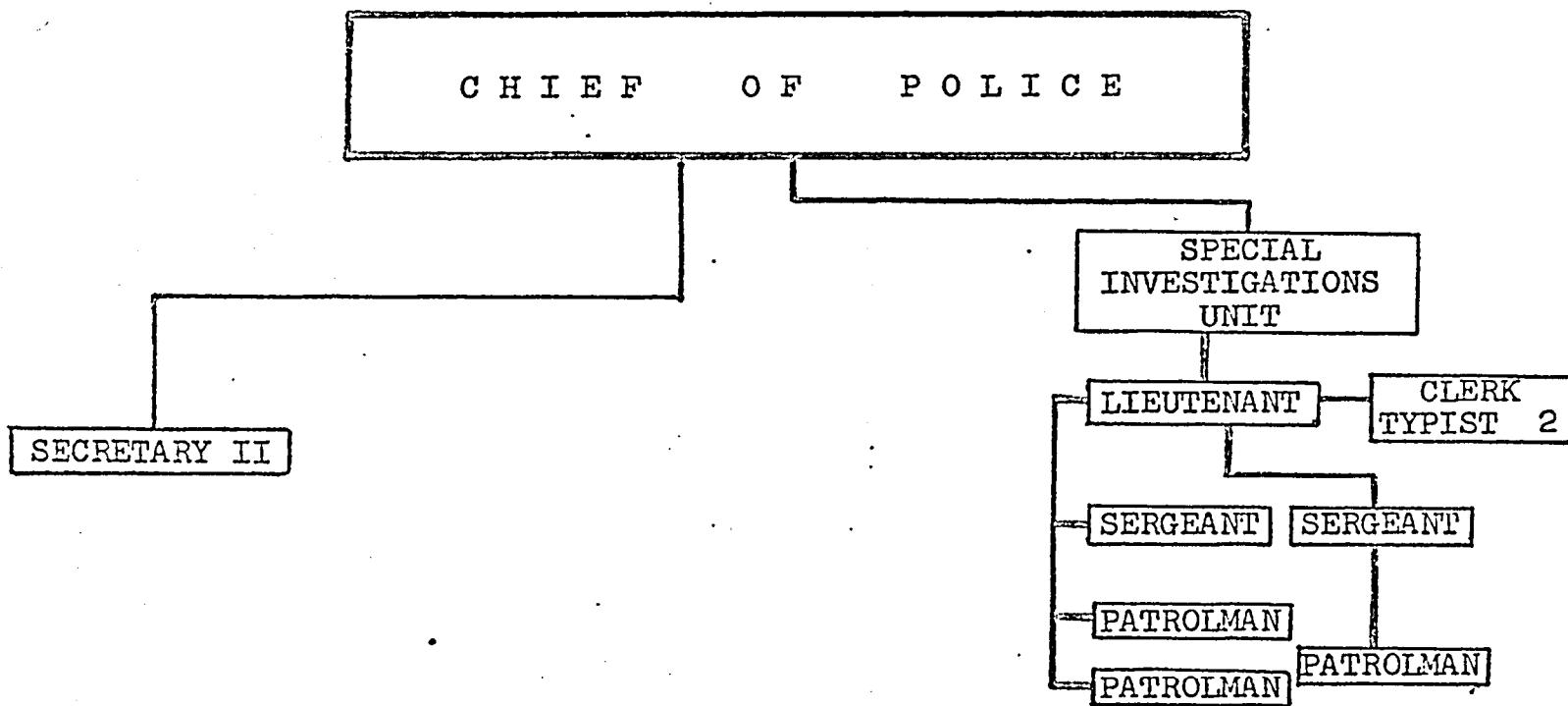
The chief of police is responsible for the total operation of the department. He is the last word concerning all areas within his department. The chief's duties and responsibilities were listed earlier in this chapter.

Figure 5 depicts the organization within the chief's office.

The Special Investigations Unit is the only unit which answers directly to the chief and only to the chief. This is a staff position with the following responsibilities:

1. The detecting, investigating, monitoring, and otherwise taking appropriate actions in special investigations.

Figure 5. Organization of Chief's Office



Special Investigations is defined as activities in the fields of:

- a. General security (subversive activities or other activities which involve community security and peace).
 - b. Internal security (activities of serious magnitude which may comprise the integrity of the department or its members).
 - c. Labor liaison (activities relating to the proper police role in labor-management relations).
 - d. Organized crime (activities involved in or related to syndicated or organized crime and its attendant areas).
2. The Special Investigations Unit shall assume other duties as the chief of police may, from time to time, direct. The Special Investigations Unit commander shall assume responsibility for other activities or investigations when he determines they materially relate to special investigations.
 3. The mission of the Special Investigations Unit is to collect, evaluate, and report information to the chief of police in the areas of special investigation so that he may take the necessary action to accomplish the mission of the police department in the community.

This is the office of the Chief of Police as it fits within the organizational structure of the Tucson Police Department.

The Uniform Division. The Uniform Division is commanded by Captain Barleycorn with the assistance of an administrative and operations lieutenant. In addition, each of the function units within the Traffic Division is commanded by a lieutenant.

The following is a break-down of personnel by rank within this division:

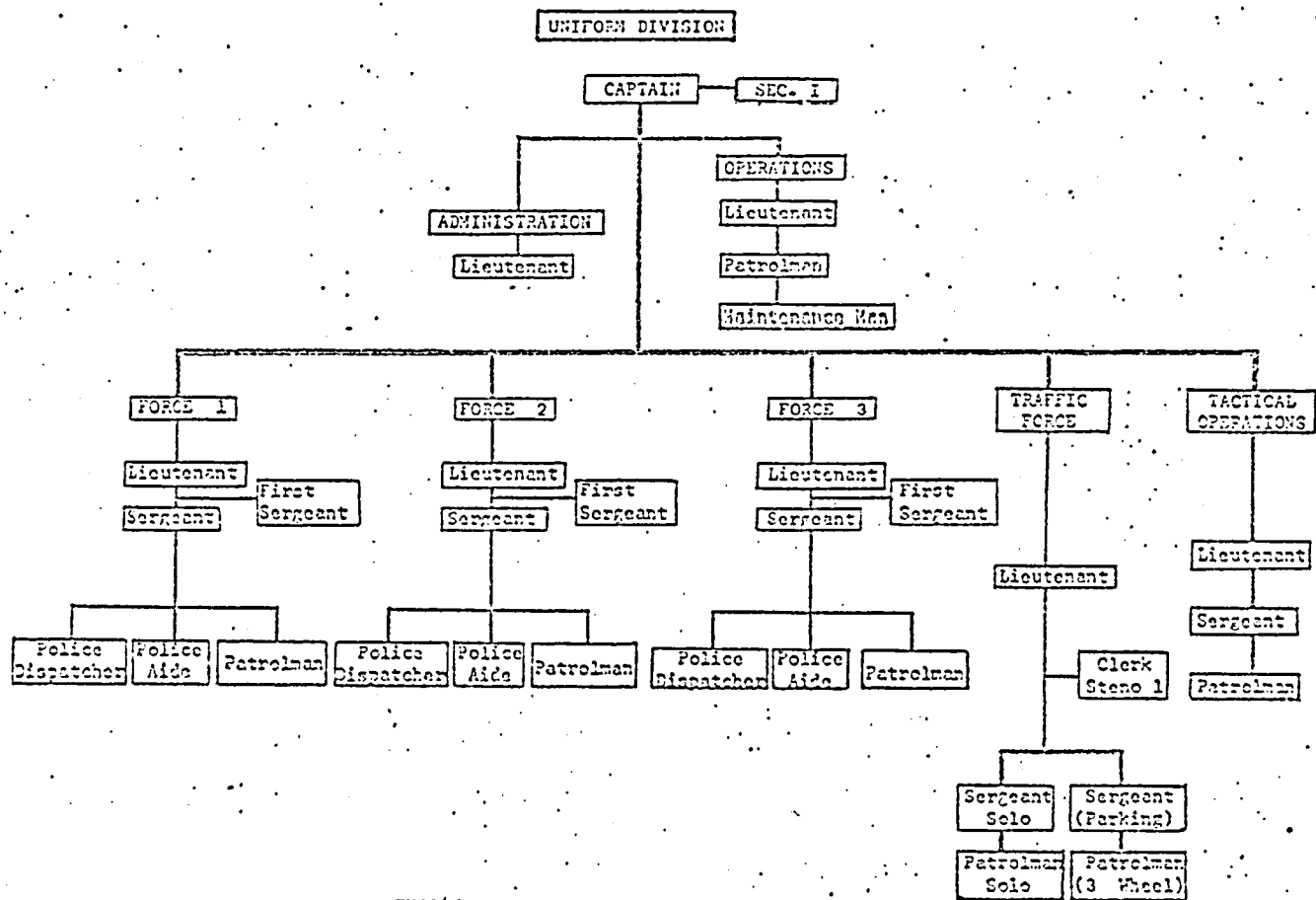
(1) Captain	\$ 15,600
(8) Lieutenants	100,000
(1) Sergeant (with assignment pay).	12,000*
(37) Sergeants	399,670
(8) Patrolmen (with assignment pay)	78,780*
(190) Patrolmen	1,707,660
(18) Service Aides	105,920
(1) Auto Service Man	7,200
(1) Secretary I	5,900
(1) Clerk Steno I	<u>5,540</u>
Total Budget	\$3,307,270**

*This indicates the two-wheelers on the Traffic Force who receive hazardous duty pay.

**This figure includes all operational supplies and fringe benefits.

The division is divided into three patrol forces, a traffic force, and a tactical operations force (Figure 6).

Figure 6. Organization of Uniform Division



TUCSON
POLICE DEPARTMENT

1. Patrol Force. The department's manner of rules and regulations in Chapter Three 6-2.203 give the following functions for the Patrol Force:

To patrol the streets of the city; maintain traffic flow; enforce laws; investigate accidents; observe and investigate persons, situations or things which require attention and which affect enforcement of law or prevention of crime; preserve the peace; protect life and property; protect the rights of all people; control public gatherings; perform miscellaneous services relative to public health and safety; examine doors and windows of commercial establishments; receive and process complaints by citizens; arrest offenders; prepare reports and testify in court; and other duties prescribed by the Chief of Police.

The rules and regulations also go into minute detail concerning the functional operation of each officer in carrying out the duties described above.

The patrol force then is probably the most important functioning unit within the Police Department. This division must effectively cope with the everyday affairs of the citizens, and the impression left by these officers will be the citizens' judgment of the whole force. For this reason, great care must be taken in the recruitment and training of these select men.

This is the only unit which functions 24 hours a day, 7 days a week. The Patrol Force is divided into three forces with staggered starting times to accomplish this task.

2. Traffic Force. This force is composed of both two- and three-wheeled motorcycles and is a supplement to the Patrol Force. The rules and regulations in Chapter Three 6-3.203 describes their duties as follows:

To analyze traffic accident reports; prepare and maintain a selective enforcement program; provide liaison with the city schools in areas of traffic safety; cooperate with the City Traffic Engineer in developing engineering plans for the solution of traffic problems; initiate and assist in preparation necessary for traffic control legislation; furnish traffic control on special occasions; expedite the safe and efficient movement of all kinds of traffic; and other duties prescribed by the Chief of Police.

Their primary function is the control of traffic. This force starts at ten o'clock in the morning and works through the four-to-six o'clock rush hours.

3. Tactical Operations Force. The Tactical Operations Force is commanded by a lieutenant and functions as a floating unit. This force analyzes current crime problems and tries to predict high incident areas. These areas are then floated by this force in unmarked units dressed in plain clothes.

The unit may also be used for surveillance work from time to time and is often used for inside stakeout purposes.

The Detective Division. The Detective Division is commanded by Captain Dupnik and has a lieutenant in charge of the two large functioning units (see Figure 7). This department is composed of the following personnel:

(1) Captain	\$ 15,050
(2) Lieutenants	27,400
(10) Sergeants	114,000
(57) Patrolmen	540,210
(3) Policewomen	27,450
(1) Clerk Steno II	6,900
(4) Clerk Steno I	22,780
	<hr/>

Total Budget \$1,029,017*

*Includes all office materials and supplies as well as fringe benefits.

The police department's rules and regulations in Chapter Three, 6-3.202, describe the Detective Division's duties as follows:

To investigate criminal and other cases referred to the division; to coordinate felony investigations of a serious nature when referred to by other divisions; attempt to apprehend violators and interrogate them for the purpose of investigation and prosecution; recover stolen property; inspect pawn shops and second-hand stores; investigate applicants for private police and security agencies; investigate and apprehend persons wanted for crimes in other jurisdictions; maintain investigative liaison with other police agencies; supply material for warning merchants of criminal activities; and supply necessary cooperation in matters of interdivisional interest.

This division is divided into two main functional units: Youth Crime Prevention Force and Follow-up Investigation Force, each of which will be discussed briefly.

TUCSON POLICE DEPARTMENT

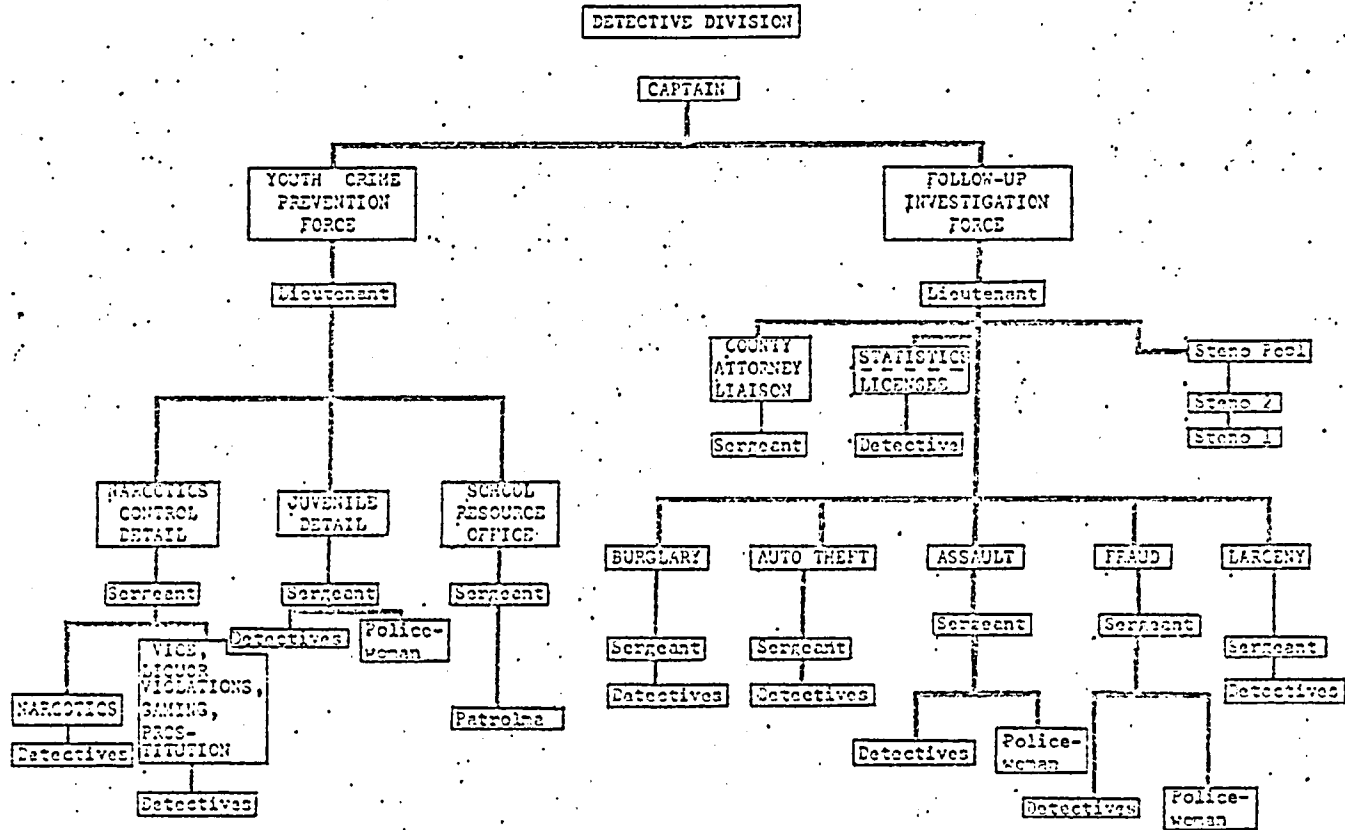


Figure 7. Organization of Detective Division

1. Youth Crime Prevention Force. This unit within the Detective Division is commanded by a lieutenant, with sergeants in charge of the three separate details. The details within this unit are described briefly.

a. Narcotics Control Detail. This detail is responsible for investigation and apprehension of narcotics violations, random gambling violations, random liquor violations, and random prostitution violations. If these violations are found to be of an organized nature, then the Special Investigations Unit is responsible for this activity.

b. Juvenile Detail. The Juvenile Detail is responsible for investigation of all incidents relating to juveniles and/or their abuse. This includes runaways, juvenile sex offenses, bicycle thefts, obscene phone calls, adult mental cases, and child neglect or abuse.

c. School Resource Office. The purpose of this detail is to establish rapport between the police department and the students within the public school system. They do this by

working with those youngsters and giving talks before students and parents concerning the current problems of juveniles.

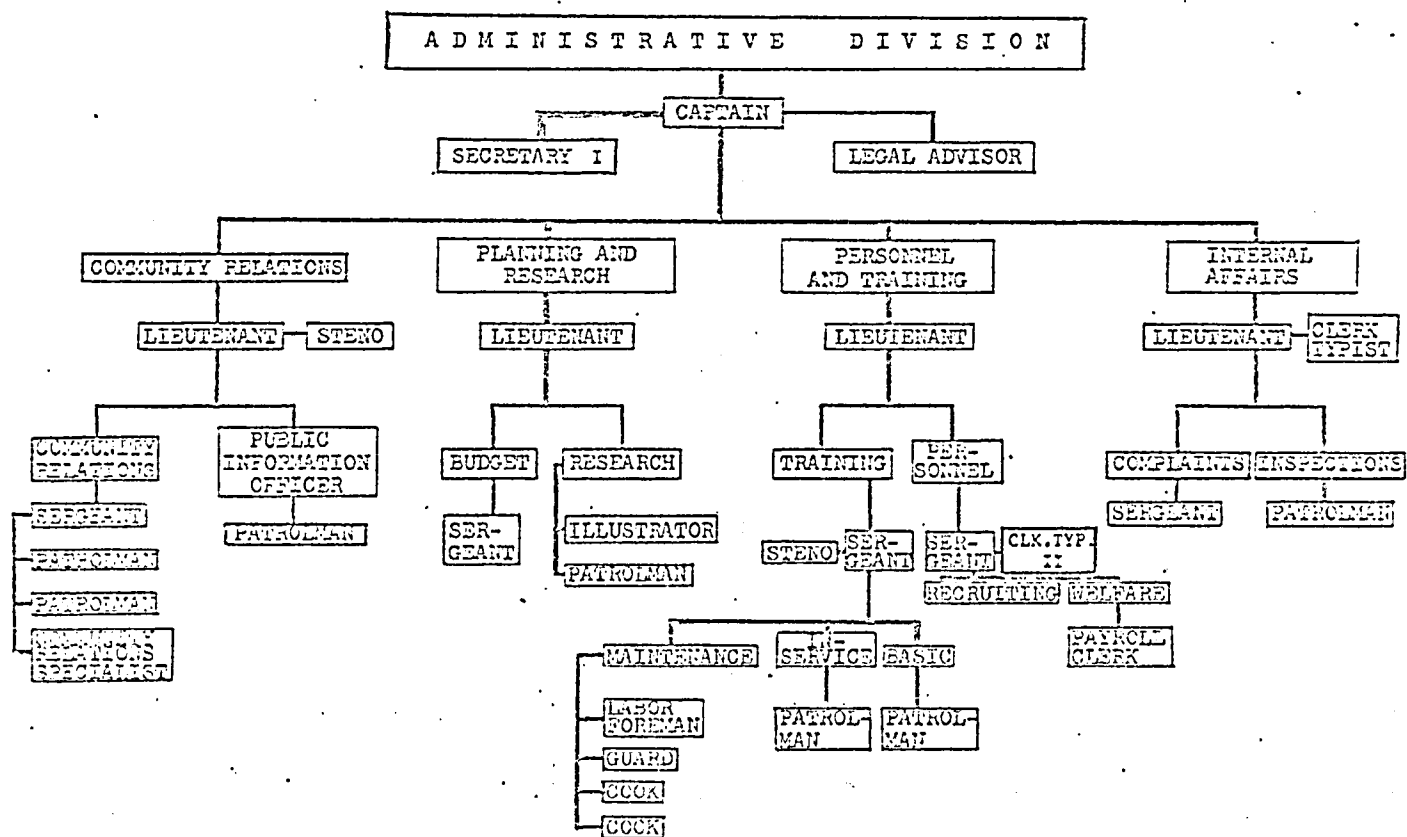
2. Follow-up Investigation Force. This unit is the other half of the Detective Division and is considered to be a supplemental force to alleviate some of the time-consuming work which patrol officers would otherwise be engaged in. This unit is commanded by a lieutenant, and each detail within this unit is commanded by a sergeant.
 - a. Burglary Detail. This detail is responsible for follow-up investigation of commercial and residential burglaries. They are also responsible for the investigation of arson as well as investigating missing persons.
 - b. Assault Detail. This detail is responsible for investigating all crimes against persons who cause bodily damage, or in the case of robbery, inconvenience to the individual. This includes all assault victims and perpetrations, but does not include juveniles, which is handled by the Juvenile Detail.
 - c. Fraud Detail. This detail is responsible for the investigation of all frauds of any kind within the city limits. They work

closely with the Secret Service of the Treasury Department whenever forgery is discovered. This unit works embezzlements, con games, and other miscellaneous fraud problems.

- d. Larceny Detail. This detail investigates all those theft cases which are classified as larceny and which do not amount to burglary.
- e. County Attorney Liaison. This sergeant is responsible for establishing and maintaining good relations with the City Attorney's Office.
- f. Statistics and Licenses. This officer is responsible for background investigations relating to occupations which require clearance checks (i.e.; nurses, liquor licenses, etc.).

The Administrative Division. The Administrative Division is a newly organized division commanded by a yet unchosen captain. This captain will act as administrative assistant to the chief of police and will be acting chief of police during the chief's absence. This division is subdivided into four units, each commanded by a lieutenant (see Figure 8).

Figure 8. Organization of Administrative Division



The division is composed of the following staff:

(1) Captain (Executive Officer)	\$ 14,700
(3) Lieutenants	40,750
(3) Sergeants	32,850
(2) Patrolmen	17,730
(1) Public Information Officer	10,800
(1) Community Relations Specialist	8,760
(1) Police Illustrator	7,500
(1) Secretary II	7,200
(3) Clerk Steno I	16,240
Total Budget	\$284,034*

*This figure includes all office supplies and fringe benefits to employees. This figure also includes the salary of the chief and his fringe benefits mentioned earlier.

The Administrative Division captain has a legal advisor assigned from the City Attorney's Office to advise him on action which should or should not be taken in any given cases. This position was initially implemented under a grant situation and has since become a permanent position within the Tucson Police Department.

1. Community Relations. This subdivision is commanded by a lieutenant and is responsible for establishing areas of communication between the community and the department. This unit attends meetings of area councils and establishes communication with minority group members.

The Community Relations Unit also arranges for Tucson citizens to ride with police officers as observers.

2. Planning and Research. This unit is new and has been in operation only since January, 1970. The unit is responsible for budget formulation and research relating to the police task. The department has conducted ten research projects since its inception. This unit is commanded by a lieutenant and has one officer, Douglas Scoopmire, assigned as a research specialist.
3. Personnel and Training. This department is commanded by Lieutenant Dietsch, who is responsible for recruiting and training of present and future officers. The unit coordinates the activation of the Southern Arizona Law Enforcement Institute. Lieutenant Dietsch is also responsible for in-service training.

This unit should be included in the over-all budget for the Administrative Division, but is not.

The budget for this unit is as follows:

(1) Lieutenant	\$ 13,600
(2) Sergeants	22,080
(2) Patrolmen	18,960
(1) Labor Foreman	7,800
(1) Guard	7,200
(2) Cooks	13,800
(1) Clerk Typist II	5,880
(2) Clerk Steno I	<u>11,520</u>

Total Budget \$179,241*

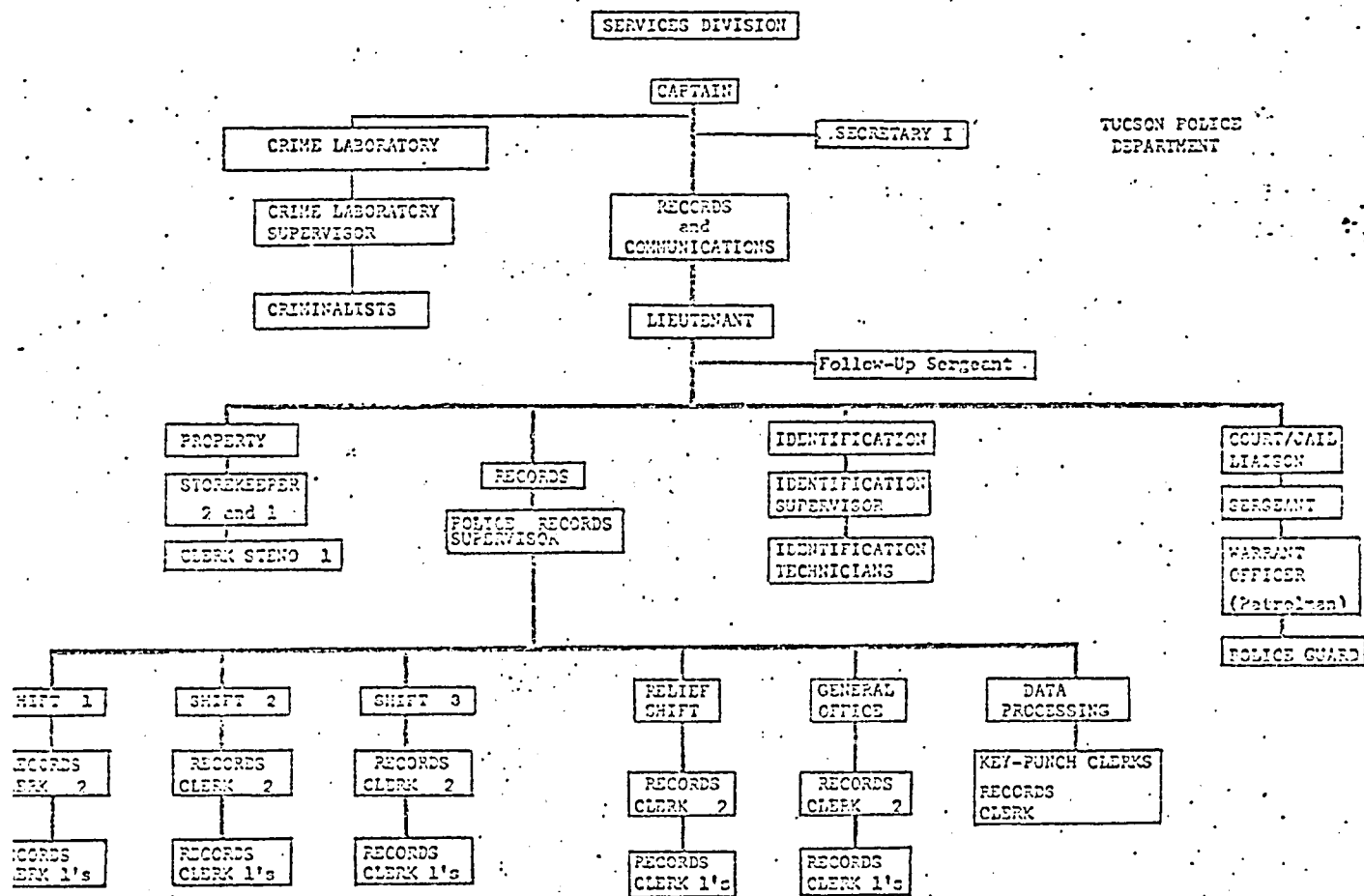
*Includes office supplies and materials as well as fringe benefits for employees.

4. Internal Affairs. This division is responsible for all citizen complaints and the investigation thereof. It is commanded by a lieutenant with a sergeant in charge of complaints and patrolmen over inspections.

Services Division. The Services Division (Figure 9) is commanded by Captain Kessler and one lieutenant. The rules and regulations define the functions of this division in Chapter 3, 6-3.204, as follows:

To maintain reports and records files of the department, review police reports and maintain an adequate follow-up system to assure completion of each case; assist in compiling statistical data; supply and maintain communication equipment and facilities for the department; inventory and have a record of all property and equipment of the department; maintain the police laboratory and identification facilities and operations; maintain

Figure 9. Organization of Services Division



vehicles and other police equipment; operate the city farm; arrange for construction of police buildings; provide court liaison and provide for all auxiliary and supporting services.

This division's budget of manpower and salaries is as follows:

(1) Captain	\$ 15,050
(1) Lieutenant	13,800
(3) Sergeants	32,490
(2) Patrolmen	18,960
(1) Police Guard	7,200
(1) Identification Superintendent . . .	10,640
(5) Identification Technicians	43,465
(1) Police Records Superintendent . . .	
(10) Communications Operator I	70,050
(2) Storekeeper II	14,400
(3) Key punch Specialist I	17,760
(5) Records Clerk II	35,100
(25) Records Clerk I	137,860
(1) Secretary I	6,250
(1) Clerk Steno I	<u>5,080</u>
Total Budget	\$784,120*

*Includes all operating supplies and fringe benefits to employees.

This division is divided into four main sections, each of which will be briefly discussed.

1. Property Section. This section is responsible for the issuing of new equipment and maintenance of records concerning issued equipment. All re-issues are handled by this section, as well as property from crime scenes, recovered stolen property, and any other materials which should be accounted for.

This section has received permission through court orders to issue recovered or confiscated weapons for use by departmental personnel. Prior to this recent ruling, all property had to periodically be auctioned off at a public sale.

2. Records Section. The Records Section is the central repository for all City of Tucson police records. This section is responsible for the proper filing of any and all records concerning officers of the department.

The Records Section is also responsible for compiling statistics which are required by both the department and the federal government. These statistics are also useful in predicting crime trends and in the deployment of the Tactical Squad.

Records is looking forward to the installation, very shortly, of a fully computerized service. This computerization will allow for more speed and accuracy in almost every phase of the records system.

3. Identification Section. This section is concerned with and responsible for taking and processing fingerprints and photographs. This section takes photographs of all fatal or serious traffic accidents within the city. They are equipped with a van which contains all the necessary equipment for identification purposes.

This section does composite drawings of suspects as described by victims or witnesses. The Identification Section is not synonymous with the Police Crime Laboratory, which will be discussed shortly.

4. Court/Jail Liaison. This section is concerned with the transportation of city prisoners from the county jail to the city courts for hearings and trials. Since the implementation of the Southern Arizona Law Enforcement Institute, the city has been using the county jail facilities. The prison farm on west Silverbell Road has been closed and no longer accommodates prisoners.
5. Police Crime Laboratory. As stated earlier, this is for organizational purposes classified as a section within the Services Division. The crime laboratory has its own budget and is commanded by a civilian with the pay and rank of a captain. The budget for

this misplaced unit is:

(1) Crime Laboratory Supervisor . . .	\$14,600
(2) Criminologists	<u>21,260</u>
	\$46,243*

*Includes supplies and other miscellaneous items.

The crime laboratory is responsible for the investigation and scientific analysis of crime scenes and their products. The laboratory is equipped to make most police-oriented tests, such as blood, fibers, ballistics, inks, paints, clothing, and others.

The crime laboratory technicians are considered to be expert witnesses and can, therefore, most generally successfully testify at court proceedings.

CHAPTER 5

EDUCATIONAL SURVEY

Complex responsibilities of police and correctional personnel require a broad range of knowledge and skill that only higher education can provide. However, a 1964 survey of 6,200 police officers showed that only 30 per cent had taken one or more college courses and only 7 per cent had college degrees.¹³

The Tucson Police Department also felt this need for the highly educated policeman and attempted to do something about it. The "Tucson Police Campus" was founded in 1966 to answer the education problem. The following study was undertaken to determine:

1. Just how much had this campus contributed to higher education for police officers?
2. What was the current standing of individual police officers toward educational achievement?
3. What was the department's educational level after four years of "police campus" activity?

13. Law Enforcement Assistance Administration, U.S. Department of Justice, p. 7.

4. What could be done to further this level of achievement within the department?
5. What discrepancies, if any, were there between the records of the University of Arizona and those of the Tucson Police Department?

Each area listed above will be discussed separately, and at the conclusion recommendations will be made concerning better utilization of the "police campus" program.

The first problem was to determine the amount of education within the Tucson Police Department. This task proved to be quite involved and consumed a great number of hours.

At the outset, I developed a card system which would allow for the recording of each student's completed courses for easy reference by both the student and myself. This system consisted of nothing more than a form derived from the University of Arizona catalog for the years 1967-1969 (Figure 10), 1969-1971 (Figure 11), and that of Pima College (Figure 12).

EDUCATION CHECKLIST-TUCSON POLICE DEPARTMENT

NAME: _____
 PAYROLL #: _____

MATRIC. #: _____
 CATALOGUE: 1967-1969

FRESHMAN YEAR

FIRST SEMESTER

Subject	Units
Freshman Composition.....	3
Philosophy or Science.....	3-4
Speech 2 (Principles).....	3
P. A. 1 (Social Admin.)..	3
Psych. 1a (Elementary)...	3
HPER.....	1
ROTC.....	1
Totals.....	16-18

SECOND SEMESTER

Subject	Units
Freshman Composition.....	3
Philosophy or Science.....	3-4
Soc. 1a (Introduction)....	3
P. A. 3 (Ethics).....	3
Psych. 1b (Elementary)....	3
HPER.....	1
ROTC.....	1
Totals.....	16-18

SOPHOMORE YEAR

Econ. 2a (Principles)....	3
Govt. 2 (Am. Nat.).....	3
Humanities 50a.....	4
ROTC.....	1
Electives.....	5-6
Totals.....	16-17

Econ. 2b (Principles)....	3
Govt. 3 (Am. St. & Local). 2	
Humanities 50b.....	4
ROTC.....	1
Acct. 41.....	3
Electives.....	3-4
Totals.....	16-17

JUNIOR-SENIOR YEARS

Required Section A

Govt. 261.....	3
Govt. 262.....	3
P. A. 273.....	3
P. A. 265.....	3
P. A. 266.....	3
P. A. 269a.....	3
P. A. 270.....	3
P. A. 272.....	3

Extra Courses Taken:

Lower Division: _____

Out Of P. A. (Upper Division)

Select 13 Units Section B

Govt. 213.....	3
Govt. 266.....	3
Govt. 267.....	3
Govt. 272.....	3
Govt. 273.....	3
Mgt. 273.....	3
Govt. 277.....	3
P. A. 138.....	3
P. A. 229a-229b.....	6
P. A. 244.....	3
P. A. 245a-245b.....	4
P. A. 269b.....	3
P. A. 287.....	2
P. A. 288.....	3
P. A. 289.....	3

P. A. Units To Be Substituted:

Figure 10. Check List for University of Arizona Catalog (1967-1969)

EDUCATION CHECKLIST-TUCSON POLICE DEPARTMENT

NAME: _____
PAYROLL #: _____MATRIC #: _____
CATALOGUE: 1969-1971

FRESHMAN YEAR

FIRST SEMESTER

Subject	Units
Freshman Composition.....	3
Philosophy or Science.....	3-4
Govt. 2 (Am. Nat.).....	3
P. A. 1 (Intro. to Admin)	3
Psych. 1a (Elementary)...	3
HPER.....	1
Electives.....	0-2
Totals.....	17-18

SECOND SEMESTER

Subject	Units
Freshman Composition.....	3
Philosophy or Science.....	3-4
Govt. 3 (Am. St. & Local).	2
P. A. 3 (Ethics).....	3
Psych. 1b (Elementary)....	3
HPER.....	1
Electives.....	2-3
Totals.....	17-18

SOPHOMORE YEAR

Econ. 2a (Principles)....	3
Soc. 1 (Introduction)....	3
Humanities 50a.....	4
Mgt. 78 (Fortran).....	1
Electives.....	5-7
Totals.....	16-17

Econ. 2b (Principles)....	3
Speech 112.....	3
Humanities 50b.....	4
P. A. 41 (Accounting)....	3
Electives.....	4-5
Totals.....	16-17

JUNIOR-SENIOR YEARS

Required Section A

P. A. 229a.....	3
P. A. 241	3
P. A. 261	3
Econ. 246	3
P. A. 265	3
P. A. 266	3
P. A. 268	3
P. A. 269a.....	3
P. A. 270	3
P. A. 272	3

Select 20 Units Section B

Eng. 119 (Expos. Writ.)...	2
Govt. 213	3
Govt. 272	3
Govt. 273	3
Govt. 277	3
Govt. 279	3
Mgt. 270	3
Psych. 218.....	3
P. A. 267	3
P. A. 269b.....	3
P. A. 287	2
Soc. 187	3
Soc. 241	3

Extra Courses Taken:

Lower Division _____

Out Of P. A. (Upper Division)

P. A. Units To Be Substituted:

Figure 11. Check List for University of Arizona Catalog (1969-1971)

EDUCATIONAL CHECKLIST-TUCSON POLICE DEPARTMENT

PIMA COLLEGE A.A. DEGREE IN LAW ENFORCEMENT

NAME: _____
PAYROLL #: _____MATRIC #: _____
CATALOGUE: _____

FRESHMAN YEAR

FIRST SEMESTER

Subject	Units
Writing I.....	3
Nat. Govt.....	3
Introduction to Soc.....	3
Intro. to Law Enfor.....	3
Crim. Law & Admin. Justice	3
Physical Activities.....	1
Totals.....	16

SECOND SEMESTER

Subject	Units
Writing II & II.....	3
St. & Local Govt.....	3
Introduction to Psych.....	3
Criminal Investigation.....	3
Police Traffic Funct.....	3
Physical Activities.....	1
Totals.....	16

SOPHOMORE YEAR

Police Comm. & Hum. Rel..	3
Humanities.....	4
Introduction to Econ.....	3
Electives.....	6-7
Totals.....	16-17

Humanities.....	4
Speech.....	3
Electives.....	9-10
Totals.....	16-17

ELECTIVES FOR JOB ENTRY STUDENTS

	Units
Juvenile Procedures (LEN 109).....	2
Patrol Procedures (LEN 71).....	2
Criminal Evidence & Court Procedures (LEN 103).....	3
Police Identification-Basic Criminalistics (LEN 72)..	3
Introductory Mathematics (MTH 60).....	2
Accounting Principles I (BUS 1).....	3
Introduction to Macro Economics (ECO 30).....	3
Fundamentals of Chemistry (CHEM 12).....	3

ELECTIVES FOR TRANSFER STUDENTS

Introduction to Philosophy (PHI 1).....	3
Fundamentals of Chemistry (CHEM 12).....	3
Technical Communications (CCM 4).....	3
Psychology II (BUS 21).....	3
Introduction to Macro Economics (ECO 30).....	3
Accountin Principles (BUS 1).....	3
Introduction to Logic (PHI 20).....	3

Figure 12. Check List for Pima College

These sheets were then reduced and placed on card stock with the finished product being a 5-inch-by-8-inch card. Two colors of cards were used for ease of identification. The university check lists were placed on yellow stock with catalogs on the front and the other on the back. The Pima College check list was placed on one side of a blue card.

A computer printout from the Tucson Police Department was obtained with a listing of all students and courses completed at the "Tucson Police Campus." Each officer's units, along with those of civilian employees, were then transferred to the cards.

A list was obtained from the Department of Continuing Education at the University of Arizona for comparison purposes. The printout and the lists were compared, and the discrepancies are shown in Appendix G. Neither of these lists indicated courses completed on campus as full- or part-time students.

I decided that transcripts were the only answer to my problem. I obtained permission to research each officer's matriculation number (if one was available); and for two days, with a roster of departmental personnel, I researched matriculation numbers (Appendix H).

At the completion of this research, the compiled list was given to the University of Arizona to obtain

transcripts for those individuals listed. About two weeks passed, and my list was returned with 300 transcripts attached. All of the information was then transferred to the cards, and at last we obtained a complete list of courses completed by Tucson Police Department personnel.

This left only one area to be covered: those officers who had attended and possibly graduated from other institutions. For this information, each officer would have to be contacted individually. To do this, I developed a short form (Figure 13), which was placed on an AVM (Avoid Verbal Messages) and addressed to each officer. The forms were returned within two weeks from all employees. This information was then noted and, where appropriate, transferred to the proper cards.

The next step was to compile a list from which to work to determine averages and percentages. This list is contained in Appendix H. It was now possible to answer questions 2, 3, and 5.

What was the current standing of each individual police officer toward his degree? This question is answered by referring to Appendix H. What was the department's educational level after four years of "police campus" activity? The department averaged 43.52 units per commissioned officer and 23.89 units per civilian, giving an

AVOID VERBAL MESSAGES
CITY OF TUCSON

TO ALL TUCSON POLICE DEPT. EMPLOYEES FROM OFFICE OF INTERNAL AFFAIRS

SUBJECT EDUCATIONAL INFORMATION DATE JUNE 20, 1970

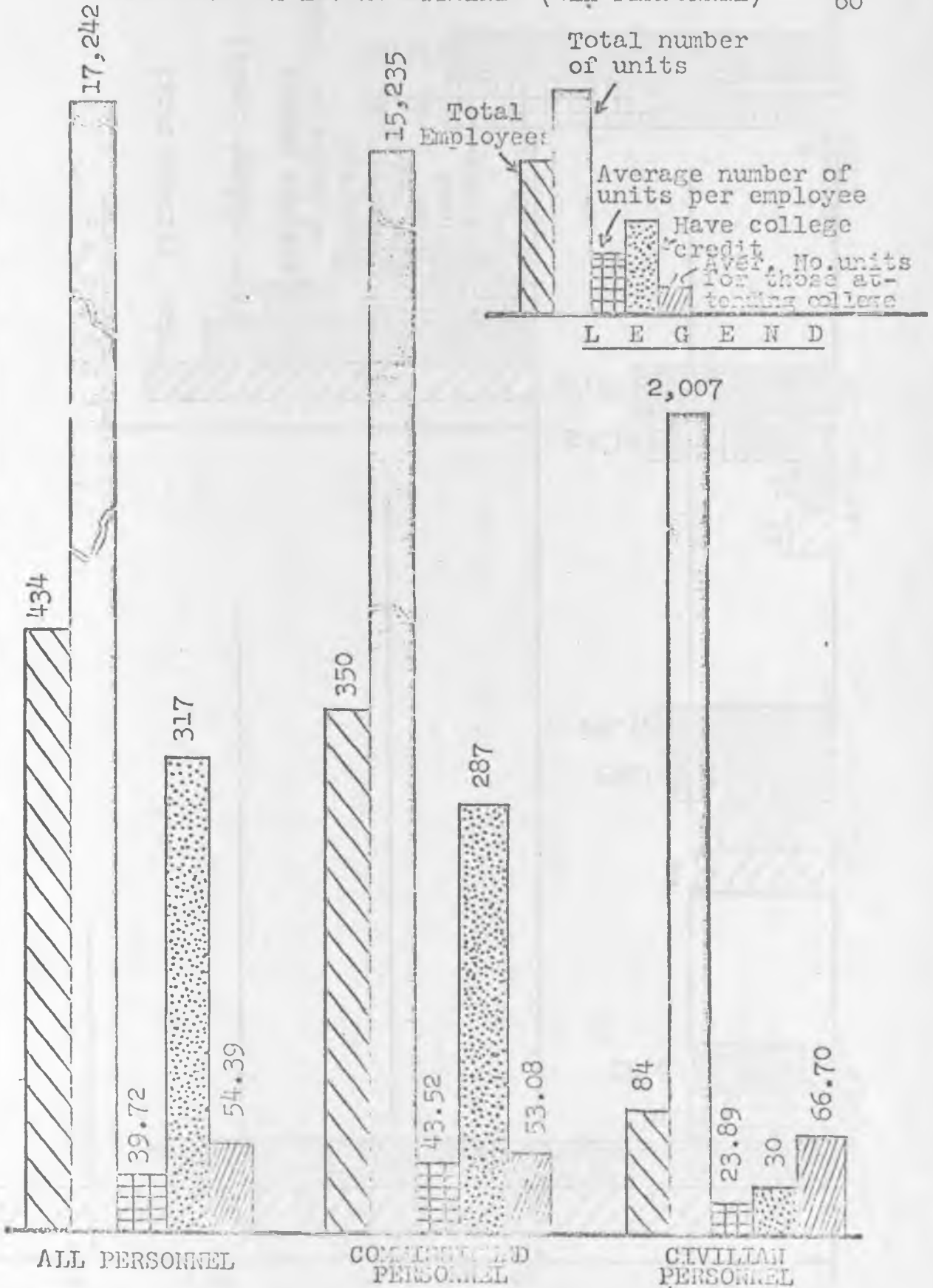
Please complete and return the following to the Office
of Internal Affairs as soon as possible.

Total Number of Units Completed _____
Institution _____
Degree (s) Received _____

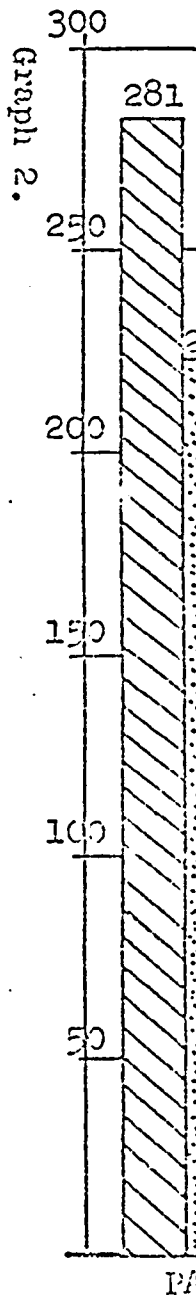
Lt. Leonard Dietsch
Office of Internal Affairs

TUCSON POLICE DEPARTMENT
EDUCATIONAL LEVELS ATTAINED (ALL PERSONNEL)

60



Graph 1.



TUCSON POLICE DEPARTMENT
EDUCATIONAL LEVELS ATTAINED BY RANK (COMMISSIONED PERSONNEL)

LEGEND :

Total (within rank)

Have college credit

Average number
of units of total

Average
number
of units
for
those
attend-
ing
college

132.25

132.25

Figure 14. Summary of Education by Class Standing

<u>Rank</u>	<u>None</u>	<u>Freshman</u>	<u>Sophomore</u>	<u>Junior</u>	<u>Senior</u>	<u>Degree</u>	<u>Totals</u>
Captain				1	1	2	4
Lieutenant	1**	5	3	3	2	2	16
Sergeant	5	15	9	11	4	5	49
Patrolmen*	50	105	70	32	13	21	280
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
T o t a l s	56	125	82	47	20	39	350

* Policewomen included; all must have degrees.

** Is not with the department, but is on loan
to South Tucson.

This comparison shows that a great number of policemen at ranks from patrolman through lieutenant have moved progressively toward the upper end of the scale. This speaks well for the "police campus."

Of the 17,242 units completed by City personnel, just over half have come from the "police campus." This is to say that the department is hiring better qualified men.

The most recent class of 43 shows the following break-down:

1. Six degrees;
2. Three over 98 units (seniors);
3. Five between 63-97 units (juniors);
4. Eleven between 28-62 units (sophomores);
5. Eight between 1-27 units (freshmen);
6. Ten without college credit.

This class definitely had an impact on the overall average of the department. The department's standing, compared with the study conducted in 1964, is quite favorable. Most of the officers, some 85 per cent, have attended at least one college-level course, as compared to the average of only 30 per cent out of the 6,200 officers surveyed.

The study also showed a number of problems, such as patrolmen taking a given course more than once, and a lack of coordination was seen between the needs of students and

the courses scheduled. These problems will be eliminated if the card file established during this study is properly utilized, and I am confident that it will be.

Proper coordination can greatly enhance the success of the "Tucson Police Campus." It has been well managed in the past and with the added conveniences should be better managed in the future.

CHAPTER 6

1969 PERSONNEL REPORT

The yearly personnel report is dreaded by all who must deal with it, from its compilers to the police illustrator, who must draw all the figures. Because of this extreme dislike toward the report, it was assigned to me as my second project.

I was given access to the necessary files, along with copies of the 1967 and 1968 Personnel Reports. After reviewing these two previous reports, I had a conference with Lieutenant Dietsch and asked if I might make some changes in the report. He gave his consent, and I proceeded to compile it.

In essence, I shortened the report from over 60 pages to under 30. At the same time, I included the following new sections:

1. Promotions
2. Written commendations
3. Educational accomplishments
4. Assaulted officers

I feel that these areas are of interest to the chief of police and should be included. One area was expanded in the report. This area was "Citizens' Complaints," which had previously been viewed as founded or unfounded complaints, now being broken into five classes.

With the exception of the names of these persons who were terminated or discharged during 1969, this project is reproduced in its entirety on the following pages.

INTRODUCTION

1969 was an active as well as a productive year for the Tucson Police Department. During the year, three training classes were conducted at the Southern Arizona Law Enforcement Institute, one starting in January, one starting in June, and one starting in November. The citizenry consistently demand a more professional police service; therefore, more selective screening and better training is constantly being implemented. The following report will show that the Tucson Police Department has established an educational level which exceeds most police departments in the United States.

The purpose of this report is to inform the Police Chief concerning personnel transactions which took place in 1969. This information should indicate areas which are in need of improvement as well as those outstanding individuals and deeds accomplished.

PERSONNEL STATISTICS

I. Recruiting

A. Applied to City Personnel Department	323
B. Interviewed by Police Department	210
C. Certified on Eligibility List	31
D. Appointed by Police Department	59
L. Authorized Strength (1 January 1969)	314
F. Actual Strength (1 January 1969)	289
G. Authorized Strength (31 December 1969)	312
H. Actual Strength (31 December 1969)	304
I. Number of Personnel Short (31 December 1969)	8
J. Monthly break-down (see page 75 for monthly break-down of above figures)	

II. Processing

During 1969, 34.9 per cent of those who applied to the City Police Department failed to meet basic requirements for the position of Patrolman, failed the I.Q. test, or became disinterested in the position. This left 65.1 per cent of those who applied, to continue processing with the Tucson Police Department.

III. Analysis of Processing Dropouts

A. Failure to meet basic Civil Service prerequisites (age, height, weight, etc.)	133	38.6%
--	-----	-------

B. Poor or unstable background (bankruptcy, unacceptable police record, homosexuality, financial instability, etc.)	7	2.4%
C. Failed physical agility test.	10	3.5%
D. Failed the Oral Board conducted by the Tucson Police Department.	47	16.1%
E. Failed to return for scheduled appointments during processing, after first being informed of the type of work, department's demands, pay and other factors.	55	18.8%
F. Failed written aptitude test.	60	20.5%
G. For a three-year comparison, see page 72.		

IV. Analysis of Losses to the Tucson Police Department

A. Total Loss - 50 men

1. Resignations - 35

- a. More than one year of service - 26
- b. Less than one year of service - 9

2. Deceased - 2

- a. More than one year of service - 2

3. Retired - 1

- a. More than one year of service - 1

4. Leaves of absence - 4

- a. More than one year of service - 1
- b. Less than one year of service - 3

5. Discharges - 8

- a. More than one year of service - 1
- b. Less than one year of service - 7

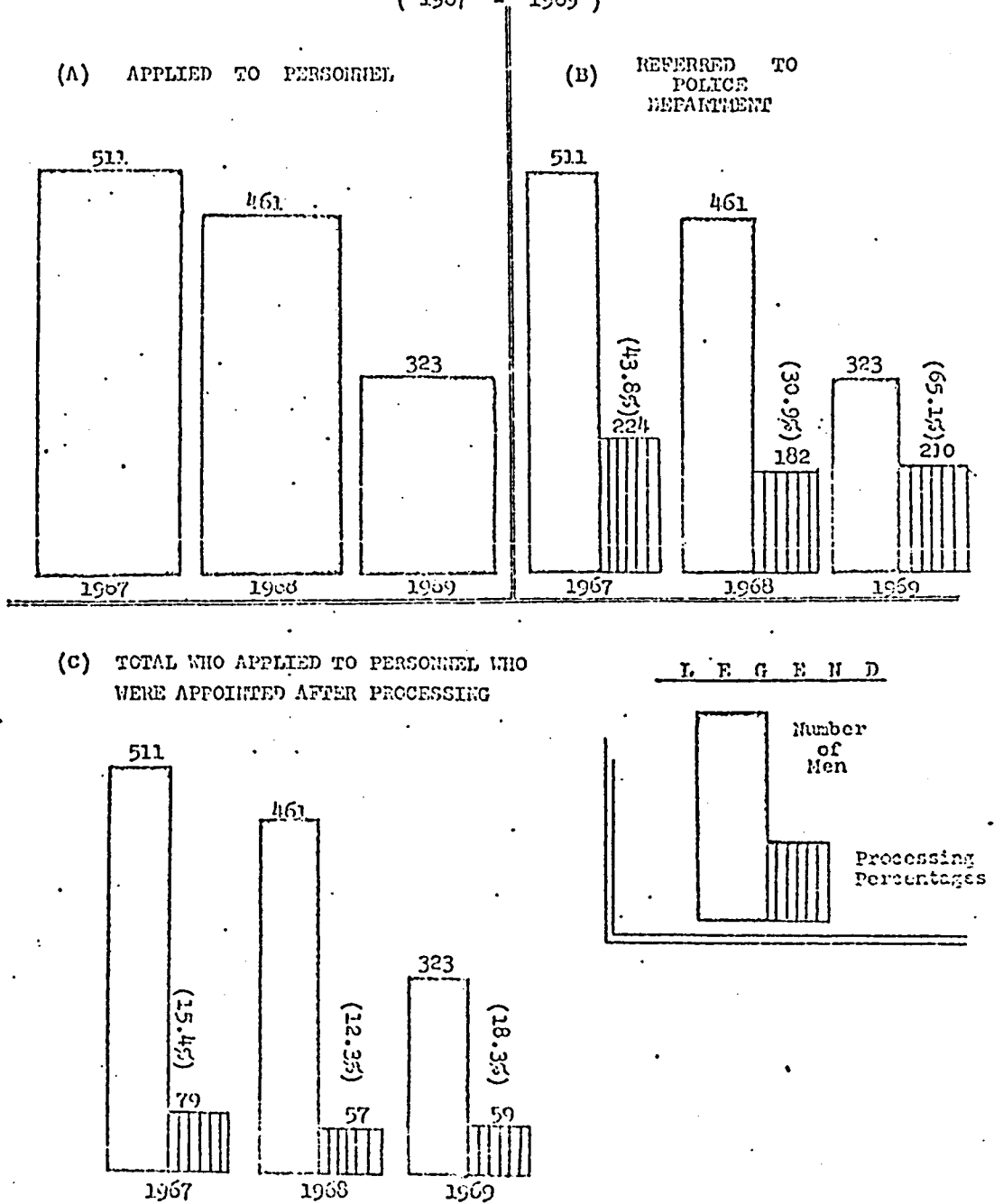
B. Comparison - 1967, 1968, and 1969

1. Comparison of permanent vs. probationary personnel who left the department. See chart on page 74.
2. Three-year comparison by month of permanent vs. probationary personnel who left. See chart on page 73.
3. Total service time lost to the department and the average service loss per man:

1961...	1,427 months	(31.1 hours per man)
1962...	1,224 months	(34.0 hours per man)
1963...	1,066 months	(26.5 hours per man)
1964...	1,148 months	(28.0 hours per man)
1965...	2,047 months	(40.9 hours per man)
1966...	2,315 months	(53.7 hours per man)
1967...	3,284 months	(52.1 hours per man)
1968...	1,838 months	(63.3 hours per man)
1969...	2,186 months	(43.7 hours per man)

TUCSON POLICE DEPARTMENT

COMPARATIVE EMPLOYMENT STATISTICS (1967 - 1969)










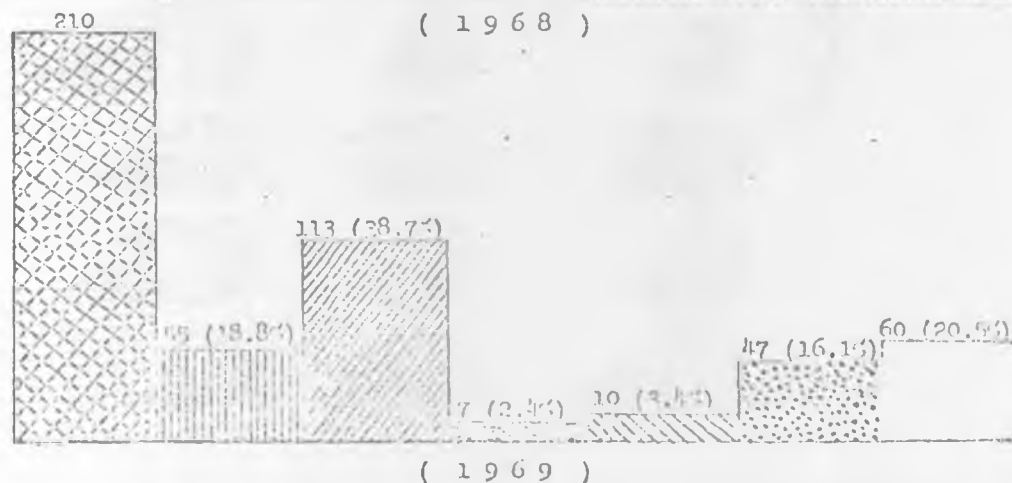
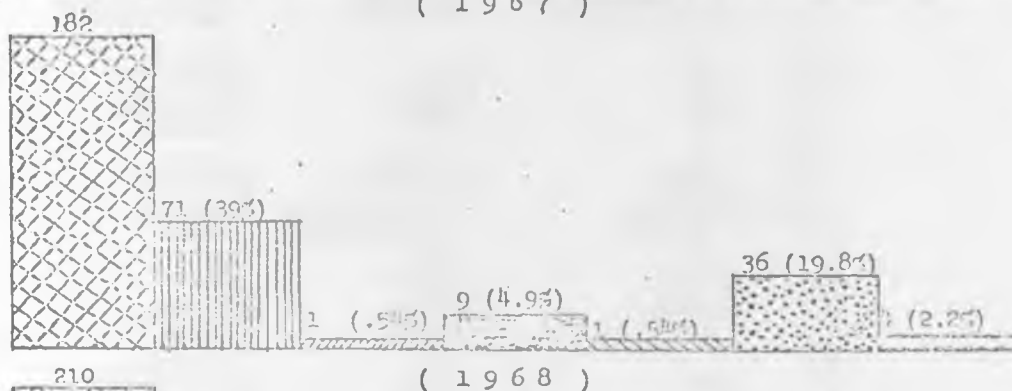
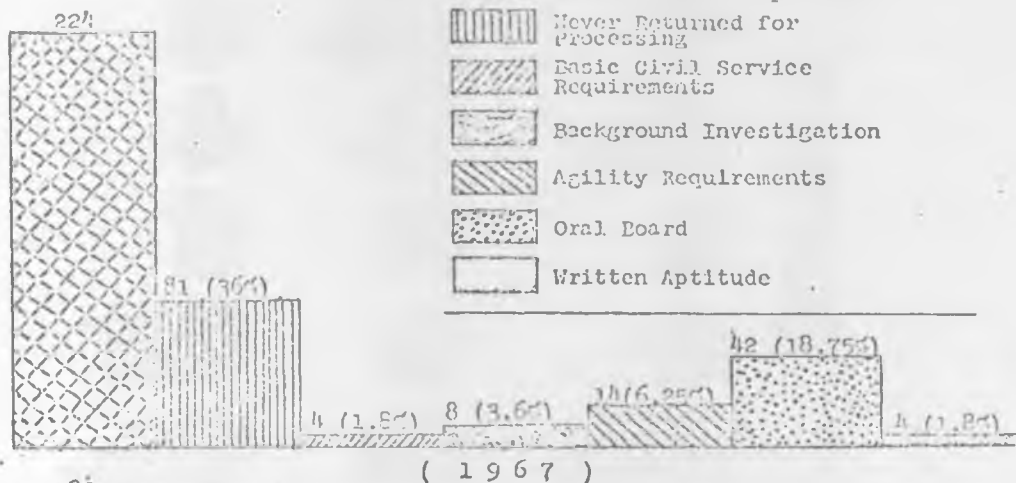
Graph 3. Comparative Employment Statistics

TUCSON POLICE DEPARTMENT

COMPARISONS FOR 1967, 1968, and 1969
SHOWING STAGE WHEN APPLICANTS
DROPPED OUT DURING PROCESSING

LEGEND:

-  Total Number Interviewed by the Tucson Police Department
-  Never Returned for Processing
-  Basic Civil Service Requirements
-  Background Investigation
-  Agility Requirements
-  Oral Board
-  Written Aptitude



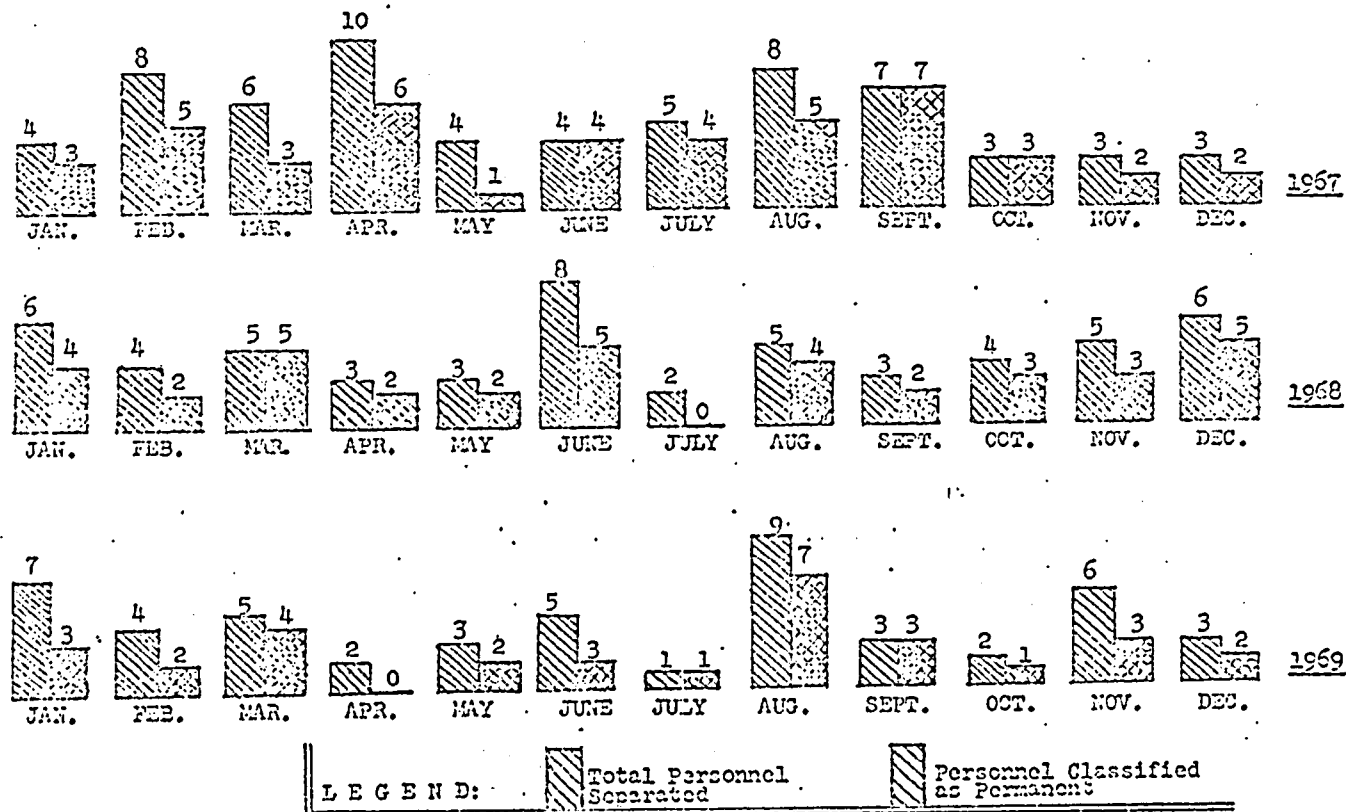
Graph 4. Comparisons for 1967, 1968, and 1969 Showing Stage When Applicants Dropped Out during Processing

Graph 5. Analysis of Total Number Personnel Separated

TUCSON POLICE DEPARTMENT

ANALYSIS OF TOTAL NUMBER
PERSONNEL SEPARATED

(1967-1969)

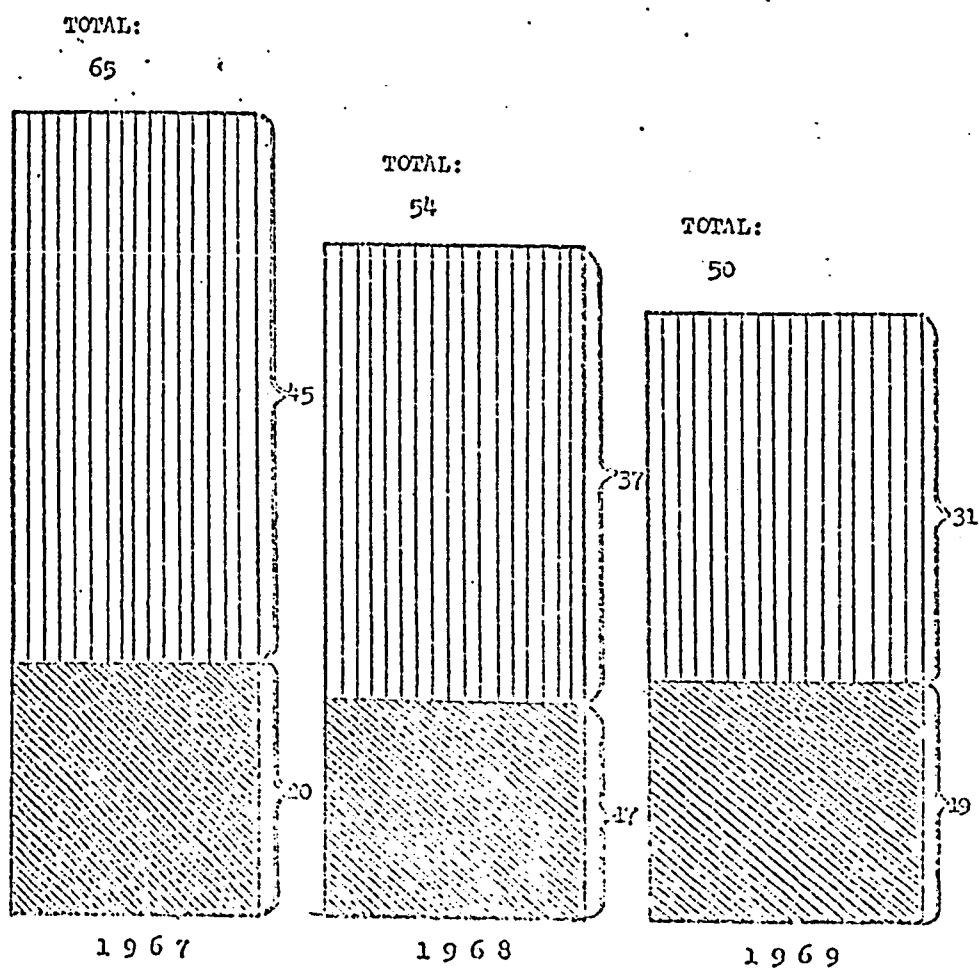
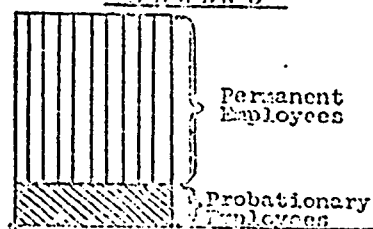


TUCSON POLICE DEPARTMENT

STATUS OF PERSONNEL WHO LEFT —

1967 - 1969

LEGEND



Graph 6. Status of Personnel Who Left (1967-1969)

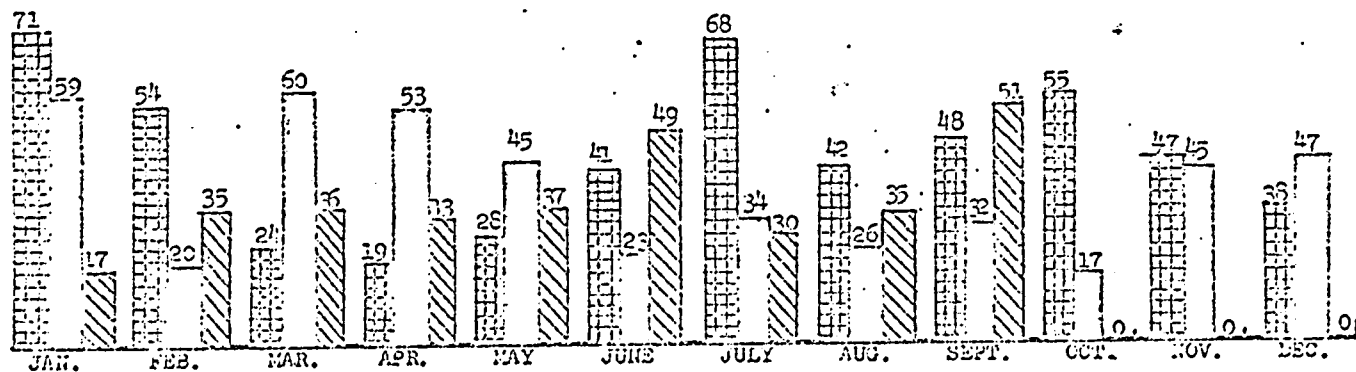
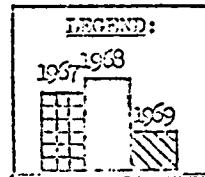
Graph 7. Statistics on Applicants Who Were Appointed

TUCSON POLICE DEPARTMENT

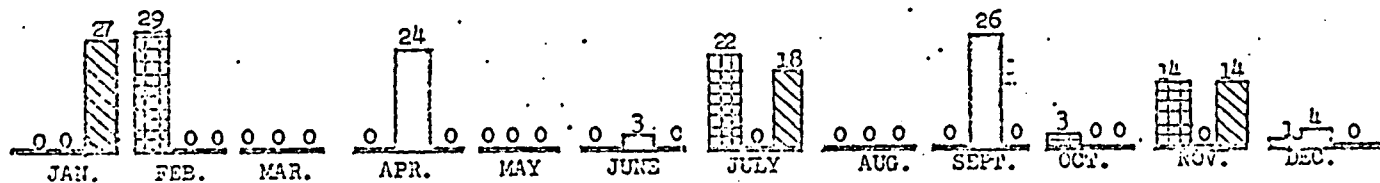
STATISTICS ON APPLICANTS WHO WERE APPOINTED

(1967 - 1969)

(APPLIED TO PERSONNEL)



(NUMBER APPOINTED)



PROMOTIONS 1969

Lieutenant to Captain

None

Sergeant to Lieutenant

BEDIENT, KENDALL C.	11 January 1969
LESCHINSKY, THOMAS	11 January 1969
FILIPPELLI, JOHN A.	14 December 1969
GRANT, ROBERT J.	14 December 1969
MIDDLETON, CHARLES C.	14 December 1969

Patrolman to Sergeant

FUGATE, JAMES G.	5 October 1969
KALAK, CHARLES R.	5 October 1969
NICHOLS, THOMAS J.	5 October 1969
MORELAND, BOBBY W.	14 December 1969
WOLFF, WERNER	14 December 1969

WRITTEN COMMENDATIONS

Chief of Police

ANGELEY, REX K.	July 1969
CRUM, WILLIAM	July 1969
ELLIS, GLENN	July 1969

Division Commander

BARNES, ELLIS L.	May 1969
BARNETT, GEORGE	January 1969
BENJAMIN, STANLEY	October 1969
BRIGHT, JOHN A.	May 1969
DAVIS, MAX	December 1969
ELIAS, ANGEL L.	September 1969
ELLIS, GLENN	July 1969
ETZWILER, RICHARD	March 1969
HACKER, THOMAS	October 1969
HARDYMAN, RAYMOND	October 1969
JOHNSON, KENNETH E.	August 1969
KENNEL, THOMAS	September 1969
MC DANIEL, KENNETH	September 1969
MONTGOMERY, WILLIE W.	January 1969
MULLIGAN, THOMAS J.	December 1969
MUNOZ, TIBURCIO	July 1969
MURPHY, LYLE I.	March 1969
STORCH, DAVID	August 1969
THIM, ROBIN	October 1969
ULICHNY, MICHAEL	August 1969
WILSON, MAYO G.	July 1969
WINGFIELD, ROBERT	April 1969
WRIGHT, PETER J.	November 1969
ZIMMERMAN, STEPHEN	March 1969

EDUCATIONAL ACCOMPLISHMENTS

Commissioned Personnel

Captains

KEMPE, CARL R.	B.A.	University of Minnesota
KESSLER, FRANCIS R.	B.S. & M.P.A.	University of Arizona

Lieutenants

BEDIENT, KENDALL	B.A.	Michigan State University
GRANT, ROBERT J.	B.S.	University of Arizona

Sergeants

FULLER, BRICE H.	B.S.	University of Arizona
HANNING, THOMAS A.	B.A.	University of Arizona
HOGAN, WILLIAM F.	B.S.	New York University
JOHNSON, KENNETH E.	B.S.	University of Arizona
RONSTADT, PETER	B.A.	University of Arizona

Patrolmen

BUEHRING, GERALD	B.A.	University of Arizona
CEMPURA, EDWARD C.	B.A.	University of Arizona
CRUTCHFIELD, BARBARA	B.A.	Cardinal Stritch University
ENZ, DAVID A.	B.S.	University of Arizona
FRAGOSO, MARTIN	B.S.	Universidad Autonoma de Guadalajara
GERHARDT, TOM B.	B.S.	University of Arizona
HARTIGAN, RICHARD	B.S.	St. Lawrence University
HEADRICKS, BARRY	B.S.	University of Arizona
HILL, FREDERIC	B.A.	University of Arizona
LEVERENZ, MICHAEL J.	B.S.	Michigan State University
LIESE, THEODORE	B.A.	University of Arizona

EDUCATIONAL ACCOMPLISHMENTS

79

(Continued)

MITTENDORF, MARGARET	B.S.	University of Arizona
MURPHY, LYLE	B.S.	University of Arizona
PRATER, STEPHEN T.	B.S.	Northern Arizona University
PYEATTE, CHARLES H.	B.A.	University of Arizona
SALVERSON, GREGORY L.	B.S.	Northern Arizona University
SCHOOL, WILLIAM L.	B.S.	University of Arizona
SCOOPMIRE, DOUGLAS	B.A.	Arizona State University
	M.P.A.	University of Arizona
TRACEY, PAUL K.	B.S.	University of Arizona
ULICHNY, MICHAEL	B.S.	University of Arizona
ZYLSTRA, JOHN	B.S.	California State College

Civilian

BEDNAREK, DONALD A.	B.S.	University of Steven's Point
BURPO, JOHN H.	A.B. & J.D.	University of Tennessee
CONDRON, WILLIAM C.	B.F.A.	University of Arizona
O'SULLIVAN, TIMOTHY F.	B.P.A.	Brooks Institute of Photography
RAGLAND, DALE	B.S.	University of Arizona
RIVERO, CAROLYN N.	B.A. & M. ED.	University of Arizona
STERNGAST, ANNA	B.S.	University of Arizona
TANNERT, WALTER K.	B.S.	University of Arizona
ZACHES, DONNA C.	A.B.	University of California at Berkeley

APPLICANTS WHO WERE APPOINTED

The following is a list of those applicants who were successful in completing the applicant-screening process and who were appointed by the Tucson Police Department during 1969. The list of appointments is by effective date. The following symbols preceding the name were used:

- x employees who left on or before 31 December 1969
- * employees who were previously employed by the Tucson Police Department
- ** employees who returned from military leave

COZINE, DAVID	6 January 1969
x DURGIN, BERNARD	6 January 1969
FARLEY, MICHAEL	6 January 1969
MANRIQUEZ, RICHARD	6 January 1969
SOUTHWORTH, ROBERT	6 January 1969
x ASH, STEPHEN	13 January 1969
BLACK, ELYUS	13 January 1969
CONDISS, JOHN	13 January 1969
x ENZ, DAVID	13 January 1969
HARRIS, LARRY	13 January 1969
HATHAWAY, JERRY	13 January 1969
JENNINGS, CARL	13 January 1969

JOHNSON, HARRY	13 January 1969
JORGENSEN, DONALD	13 January 1969
KEITH, LON	13 January 1969
LAWRENCE, LARRY	13 January 1969
MC COMBS, WILLIAM	13 January 1969
x MONK, STEFFAN	13 January 1969
PLASKIEWICZ, PAUL	13 January 1969
x ROGERS, RONALD	13 January 1969
SCOPMIRE, DOUGLAS	13 January 1969
SINCLAIR, SHULL	13 January 1969
SHALATY, THOMAS	13 January 1969
TERCERO, DANIEL	13 January 1969
TESTA, VINCENT	13 January 1969
TRIBBLE, DAVID	13 January 1969
WOOD, ARTHUR	13 January 1969
** MAC MACKEN, HARLEY	2 February 1969
BALLESTEROS, RAYMOND A.	7 June 1969
CLARK, TIMOTHY A.	7 June 1969
CLAYTON, WILLIAM W.	7 June 1969
x FALL, RONALD E.	7 June 1969
GOMEZ, THOMAS S.	7 June 1969
GRAHAM, MONTE F.	7 June 1969
HARTIGAN, RICHARD C.	7 June 1969
HEADRICKS, BARRY W.	7 June 1969
x HUNSBERGER, JAMES A.	7 June 1969

x KINGMAN, MIKE	7 June 1969
x KRAUSE, JERRY L.	7 June 1969
LA FRANCE, PAUL F.	7 June 1969
LIND, GEORGE	7 June 1969
MAGOCH, KENNETH E.	7 June 1969
MULLIGAN, THOMAS J.	7 June 1969
NIELSON, MICHAEL A.	7 June 1969
PATTERSON, THOMAS B.	7 June 1969
** OVSEVITZ, EDWARD J.	15 June 1969
SLAMA, DONALD	7 July 1969
* PATTON, JAMES	7 September 1969
** MONK, STEFFAN	9 September 1969
CHANEY, JOSEPH	3 November 1969
GRIDER, JAMES	3 November 1969
HARRIS, STEVEN	3 November 1969
HERRIAGE, DAN	3 November 1969
JOHNSON, ALBERT	3 November 1969
JOHNSON, HARRY	3 November 1969
MORGAN, MICHAEL	3 November 1969
NIXON, SAMMY	3 November 1969
PIERCE, ROBERT	3 November 1969
POLWORT, STANLEY	3 November 1969
SEITSINGER, RONALD	3 November 1969
WEINZAPFEL, JOSEPH	3 November 1969
* WHITE, MICHAEL	3 November 1969

ALLISON, WARREN	10 November 1969
* ENZ, DAVID	7 December 1969
PERRIN, RONALD	28 December 1969

1969 Total Appointed	65
Less Terminated Personnel	- 10
	<hr/>
1969 Personnel Gain	55

VOLUNTARY TERMINATIONS

Financial

LAPLANDER, DENNIS	20 Nov. 61 - 5 Jan. 69 Permanent - 86 months
MARTS, DAVID	3 June 63 - 20 May 69 Permanent - 72 months
FITZGERALD, GERARD	5 Oct. 59 - 31 May 69 Permanent - 116 months
ENZ, DAVID	13 Jan. 69 - 22 June 69 Probationary - 6 months

Family Problems

MEYER, BOB	22 Apr. 68 - 17 Jan. 69 Probationary - 9 months
RODRIGUEZ, AUGUSTINE	19 Mar. 62 - 31 Jan. 69 Permanent - 82 months
ALBERTZ, WILLIAM	3 Oct. 66 - 31 Mar. 69 Permanent - 30 months
JACOBS, KENNETH	11 Nov. 67 - 29 Oct. 69 Permanent - 23 months
WHITE, MICHAEL	3 Nov. 69 - 14 Nov. 69 Probationary - 1 month

Financial and/or Take Better Job

FARABEE, CHARLES	8 Aug. 66 - 23 Jan. 69 Permanent - 29 months
FELIX, EDMUNDO	8 Aug. 66 - 23 Feb. 69 Permanent - 30 months

Financial and/or Take Better Job (Continued)

GLEISNER, MICHAEL	7 Feb. 66 - 22 Mar. 69 Permanent - 37 months
MINDER, WILLIAM	12 July 65 - 25 Mar. 69 Permanent - 44 months
BEDWELL, WAYNE	13 Jan. 64 - 26 Mar. 69 Permanent - 62 months
CLEVELAND, BANJAMIN	20 Feb. 67 - 7 June 69 Permanent - 27 months
GARMIRE, BERNARD	15 June 57 - 15 June 69 Permanent - 144 months
PATTON, JAMES	15 Oct. 67 - 15 June 69 Permanent - 20 months
BERGSTROM, KEITH	8 June 59 - 2 Aug. 69 Permanent - 122 months
GRANT, RONALD	12 July 65 - 16 Aug. 69 Permanent - 48 months
TELLEZ, SANTIAGO	13 Jan. 64 - 16 Aug. 69 Permanent - 67 months
BARREDA, ROBERT	1 Dec. 59 - 17 Aug. 69 Permanent - 116 months
RICHARDS, EDWIN	1 Feb. 65 - 30 Aug. 69 Permanent - 55 months
FALL, RONALD	7 July 69 - 5 Oct. 69 Probationary - 3 months
CONLEY, FRANCIS	13 Jan. 64 - 10 Nov. 69 Permanent - 70 months
JOHNSON, JOHN	3 Nov. 69 - 11 Nov. 69 Probationary - 1 month

Personal

RODRIGUEZ, JAMES	20 Feb. 67 - 15 Aug. 69 Permanent - 30 months
WUNDER, CHARLES	30 Sept. 68 - 15 Aug. 69 Probationary - 11 months
ROSE, HERBERT	12 July 65 - 19 Dec. 69 Permanent - 53 months

Return to School

ASH, STEPHEN	13 Jan. 69 - 27 Jan. 69 Probationary - 1 month
SLAMA, DONALD L.	7 July 69 - 2 Aug. 69 Probationary - 1 month
COLBORN, CRAIG	24 July 67 - 28 Aug. 69 Permanent - 25 months
GASTON, JAMES	20 Mar. 61 - 10 Sept. 69 Permanent - 102 months
RAGLAND, SAMUEL	3 Oct. 66 - 26 Sept. 69 Permanent - 36 months

Start Business

SCHOOLCRAFT, DAVID	30 Sept. 68 - 20 Apr. 69 Probationary - 7 months
LANTRY, JOHN	24 July 67 - 11 Dec. 69 Permanent - 29 months

Disliked Job

KRAUSE, JERRY	7 July 69 - 5 Dec. 69 Probationary - 5 months
---------------	--

Failure to Return from Military Leave

ELLIOTT, LEWIS	12 July 65 - 10 Feb. 69 Permanent - 43 months
----------------	--

DECEASED

KALBAS, ROBERT

12 July 65 - 1 Nov. 69
Permanent - 52 months

FAULK, JERRY

7 Feb. 66 - 15 Nov. 69
Permanent - 45 months

RETIRED

VATH, LLOYD

11 July 49 - 13 July 69
Permanent - 240 months

TUCSON POLICE DEPARTMENT

LENGTH OF SERVICE AS OF 31 DECEMBER 1969

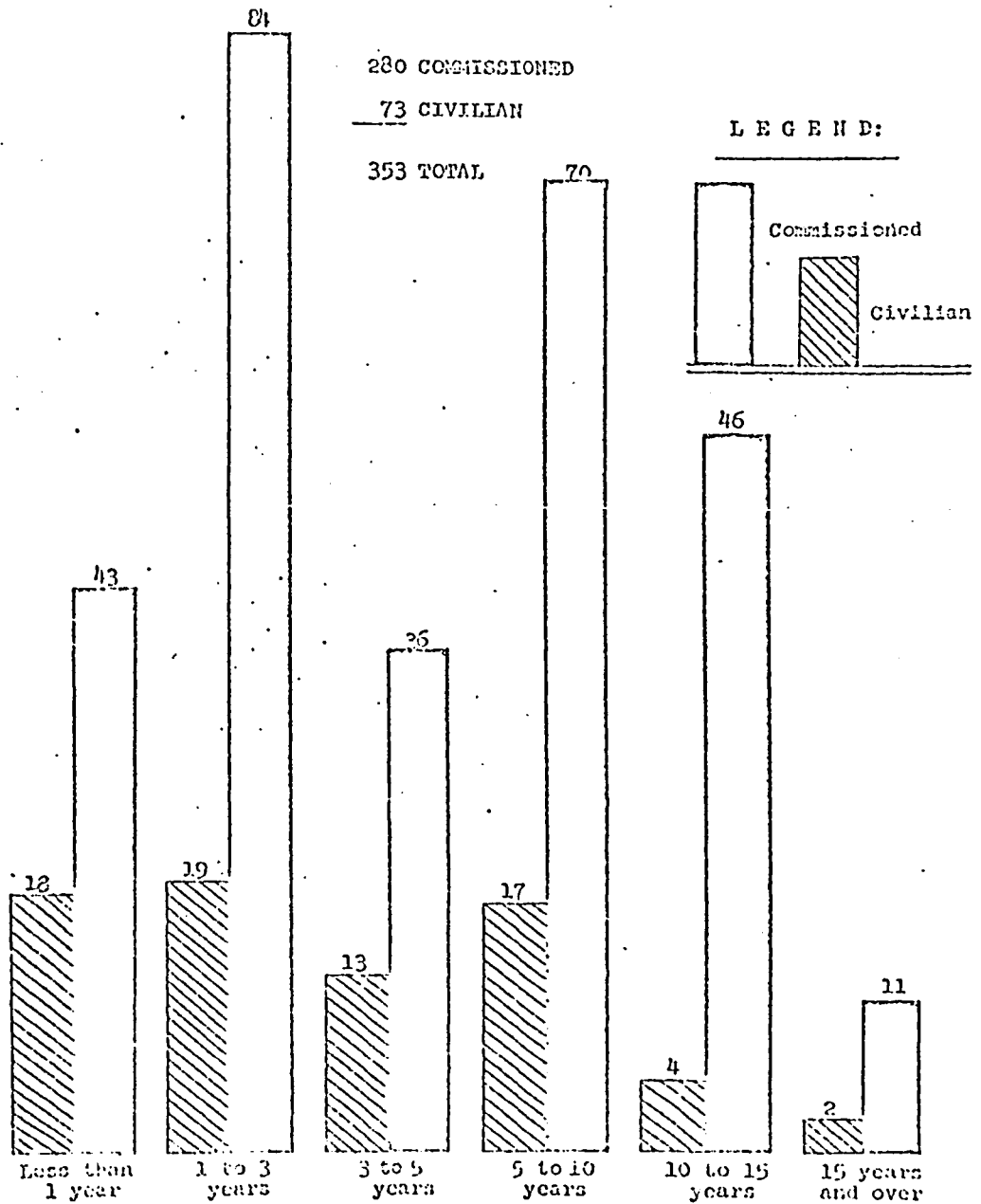


Figure 8. Length of Service as of December 31, 1969

ASSAULTED OFFICERS

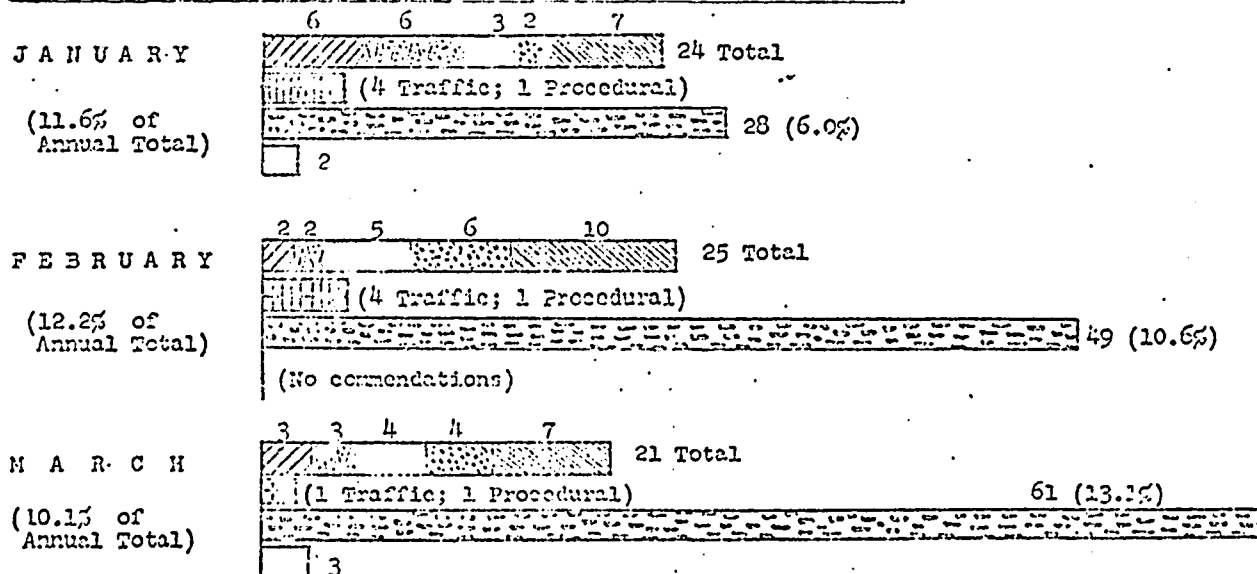
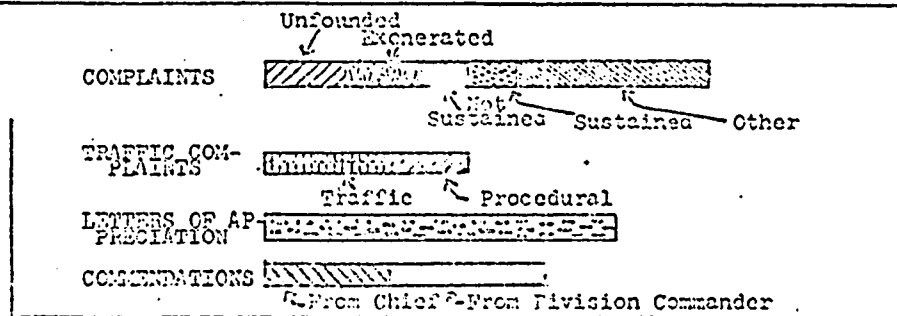
(Information prior to 1 July 1969 not available)

<u>NAME OF OFFICER</u>	<u>DATE</u>	<u>CASE NO.</u>	<u>DESCRIPTION</u>
ELLIS, GLENN	2 July 69	496000	Shot in the neck.
RIOS, SANTIAGO	26 Sept. 69	505171	Kicked in testicles.
WINGFIELD, ROBERT (Detective)	12 Nov. 69	510571	Beat on head and shoulders.
HARRIS, LARRY	14 Nov. 69	510640	Abrasions and minor cuts on head, neck, and knees.
BRIGHT, CHARLES	5 Dec. 69	513027	Scratched left side of face.
HOGAN, WILLIAN	5 Dec. 69	513027	Kicked in extreme lower part of stomach.
HOGAN, JEROME	6 Dec. 69	513074	Struck on side of head.
JOHNSON, HARRY	24 Dec. 69	515253	Pushed out of trailer.
BALLESTEROS, RAYMOND	25 Dec. 69	515256	Right leg.
SCHRIEFER, MARVIN	25 Dec. 69	515257	Threatened with rifle.
WEBSTER, ROBERT	25 Dec. 69	515257	Threatened with rifle.
KEITH, LON	26 Dec. 69	515272	Pushed.
WEBSTER, ROBERT	26 Dec. 69	515272	Cuts and lacerations on right hand.
HARTIGAN, RICHARD	28 Dec. 69	515547	Pushed, hit, and choked.

TUCSON POLICE DEPT.

LEGEND:

CITIZENS' COMPLAINTS, DISPOSITIONS, AND LETTERS OF APPRECIATION

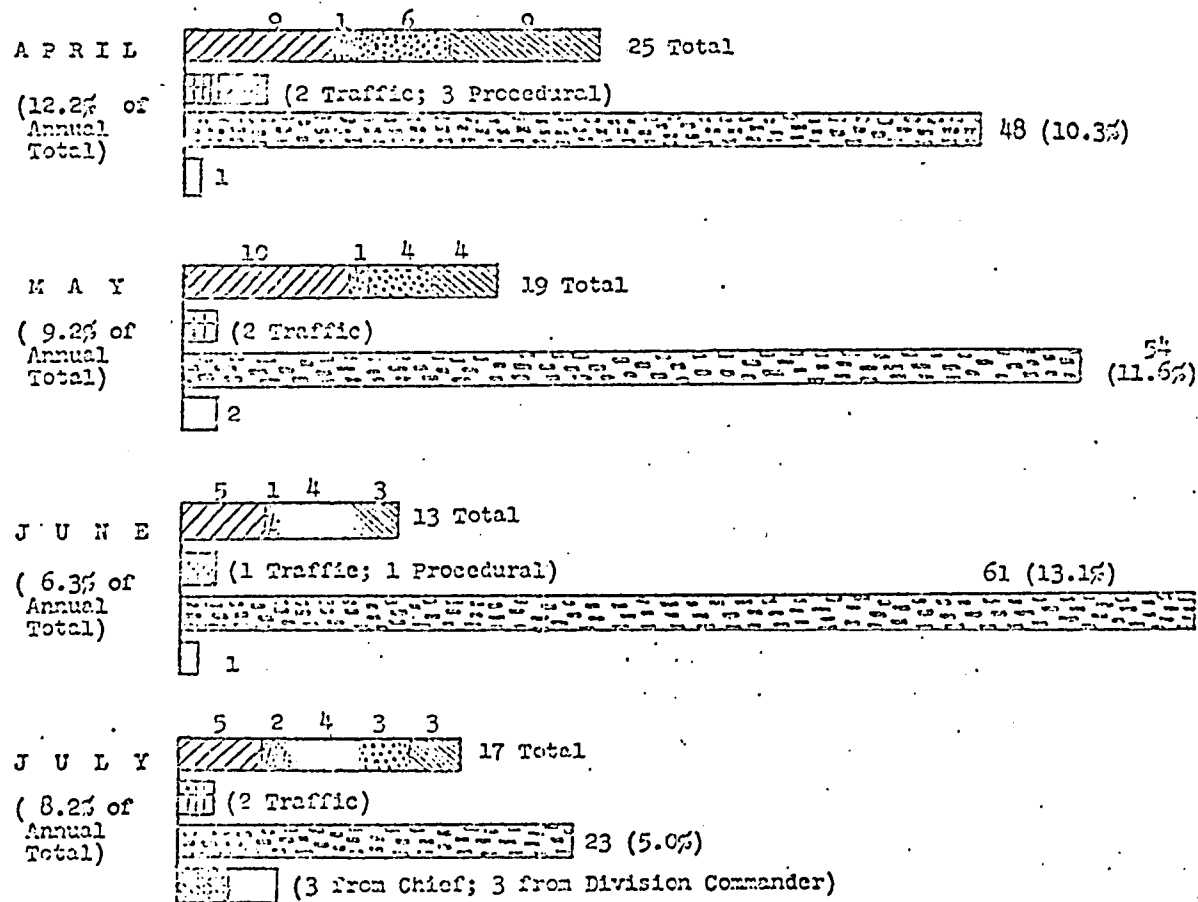


(Continued)

Graph 9. Citizens' Complaints, Dispositions, and Letters of Appreciation

Graph 9. Citizens' Complaints, Dispositions, and Letters of Appreciation (Continued)

TUCSON POLICE DEPT. CITIZENS' COMPLAINTS, DISPOSITIONS, AND LETTERS OF APPRECIATION (Continued)

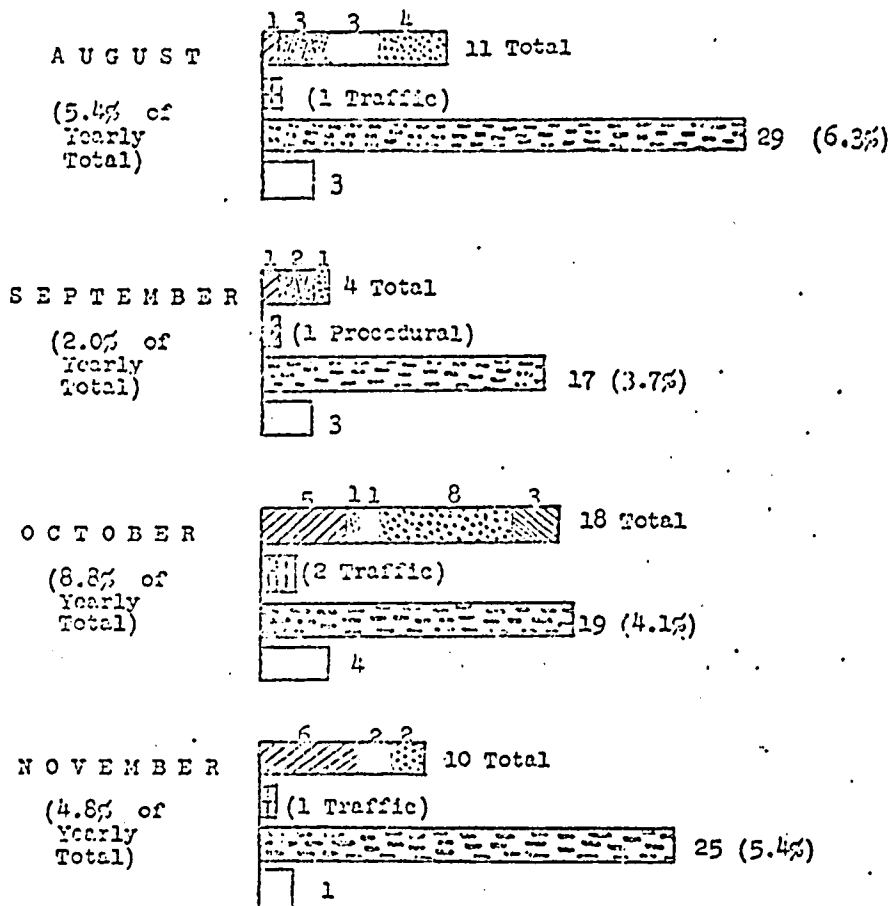


(Continued)

TUCSON POLICE DEPT.

CITIZENS' COMPLAINTS, DISPOSITIONS, AND LETTERS OF APPRECIATION (Continued)

Graph 9. Citizens' Complaints, Dispositions, and
Letters of Appreciation (Continued)



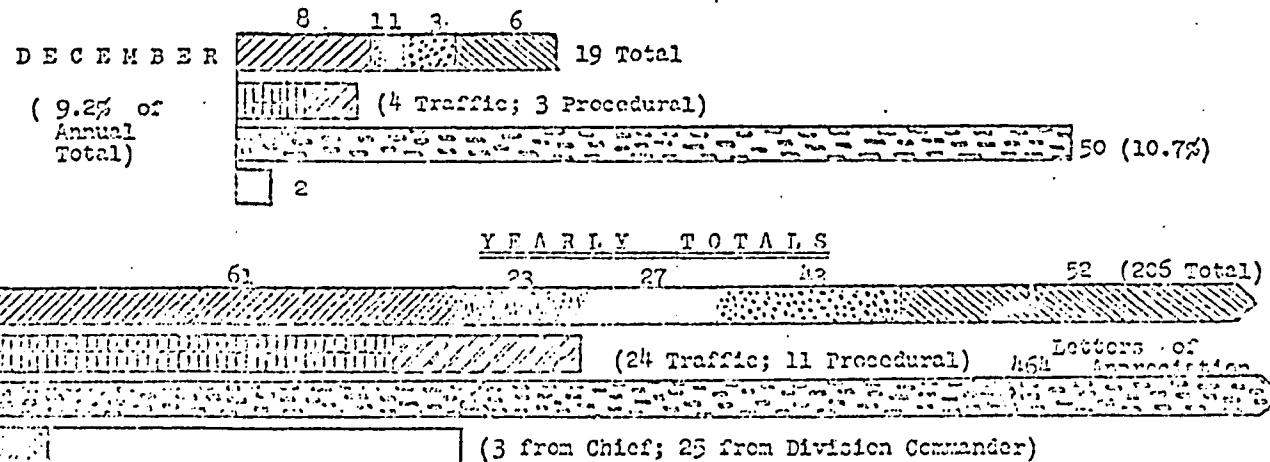
(Continued)

Graph 9. Citizens' Complaints, Dispositions, and Letters of Appreciation (Continued)

TUCSON POLICE DEPT.

CITIZENS' COMPLAINTS, DISPOSITIONS, AND LETTERS OF APPRECIATION

(Continued)



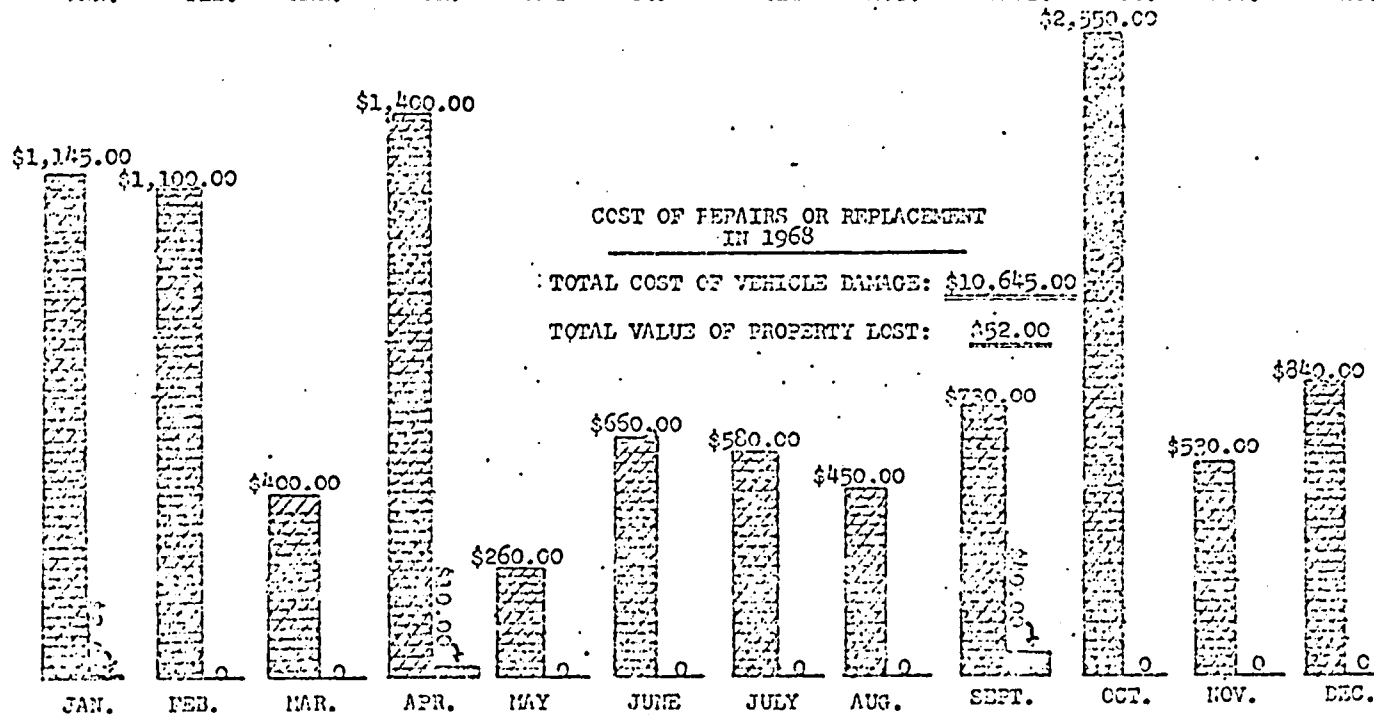
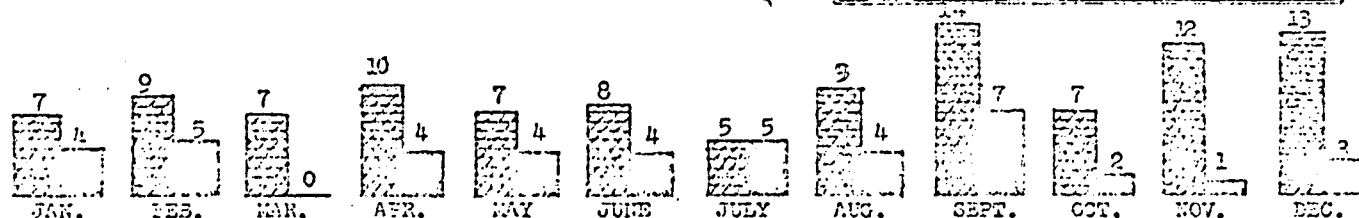
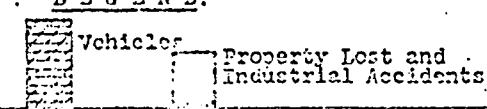
Graph 10. Number of Boards of Inquiry in 1969

TUCSON POLICE DEPT.

NUMBER OF BOARDS OF INQUIRY IN 1969

TOTAL BOARDS OF INQUIRY (VEHICLE): 108
PROPERTY LOST AND INDUSTRIAL ACCIDENTS: 43

LEGEND:



CHAPTER 7

AWARDS STUDY

My third and final project was to evaluate the feasibility of implementing an awards system for Tucson Police officers. A similar study had been completed two years prior to this time, with the ordering of awards, but with no departmental approval for implementation.

The completed study was then submitted to the chief of police for his comments and approval or disapproval. This study was approached with three alternatives in mind:

1. No awards system at all.
2. A limited awards system.
3. An all-inclusive awards system.

The completed study as it was presented to the chief is presented on the following pages. Some of the material has been placed in the appendix to conserve space.

Review of Awards System-- Selected Cities

The purpose of this report is to inform you of the current trends concerning departmental awards systems in selected cities within the United States. This survey is

being conducted to allow a more complete evaluation of the proposed awards system for the City of Tucson Police Department.

Ten cities with populations in excess of 250,000 were surveyed to determine the type and scope of award systems used. Eight of the ten surveyed returned the requested information concerning their system. The following is a synopsis of those eight replies.

1. Baltimore, Maryland. This department has an awards system which is administered by a meritorious conduct board. This board is composed of one police captain (chairman) and five policemen of subordinate ranks. The board has the option of choosing the award it believes to be the most appropriate for the deed. The department awards one medal, three ribbons, and one commendation letter. The awards are shown at the conclusion of the paper. (Appendix I)
2. Dallas, Texas. This department has an awards system similar to that mentioned above. Here, again, a meritorious conduct board decides what award is to be given for the outstanding deed. This board is made up of the lieutenant

of the Personnel Relations Section (chairman) and four lieutenants appointed by the chief. Awards range from the Police Medal of Honor to a Certificate of Merit. See the attached photographs for a description of the awards. (Appendix I)

3. Denver, Colorado. This department has an awards system which includes four awards ranging from a Class Four Officers Award to a Class One Officers Award. The selection process was not explained by this department and, therefore, cannot be commented on. See attached description of awards for further details. (Appendix I)
4. Fort Worth, Texas. This department has an awards system patterned after that used by the Dallas Police Department. The two departments use identical awards, but the administration of the awards is quite different. This department's awards system is a function of the Fort Worth Police Officers Association. The award committee has two permanent members: the chief of police and the president of the association, the remainder of the board being composed of five policemen from the association. The awards are the same as for Dallas, Texas, and are as described in that photograph. (Appendix I)

5. Los Angeles, California. This department did not reply to our letter.
6. Phoenix, Arizona. This department has a limited awards system which includes an Official Commendation as the only award to outstanding officers. The issuing authority rests with the chief of police.
7. Sacramento, California. This department did not reply to our letter.
8. San Diego, California. This department also has a limited awards system similar to that discussed under Phoenix. A written commendation is the only form of award utilized, and the issuing authority is the chief of police.
9. San Francisco, California. This department's awards system is the most detailed of those surveyed. The department awards three medals for valor, one gold, one silver, and one bronze. They also award a Meritorious Conduct Award which has no medal. The selection committee is as follows: The police commissioner or his representative (chairman) and all civil service captains. The committee has full discretionary powers and may award the medal it believes to be the most appropriate. This department carries the system one step further and allows for the awarding of up to one month's vacation with the

Gold Medal of Valor. They may award any amount of time they deem sufficient, so long as the one month rule is not exceeded.

10. St. Petersburg, Florida. This department has no awards system of its own, but relies on citizens groups to fulfill this purpose. The system includes the following citizen awards to policemen:
"Ned Award," two given yearly to outstanding police officers (\$100.00 each); the Courteous Officer Awards, which range from \$100.00 to \$25.00. These awards are presented by two civic groups, the Rotary Club, and the Exchange Club.

The following are the proposed changes to the rules and regulations necessary for the implementation of an awards system within the Tucson Police Department. It is my recommendation that the awards system be implemented as quickly as practical. I also suggest that in addition to the awards outlined in the proposal, the following additions should be added to greatly enhance the effectiveness of the system.

1. Up to one week's vacation with the Medal of Valor.
2. Up to four days' vacation with the Medal of Merit.
3. Up to three days' vacation with the Scarlet Shield Medal.

4. Up to two days' vacation with a written commendation from the chief of police.
5. One day of vacation with the division commander's written commendation.

The above are added options which are not necessary to the effective utilization of the program, but will greatly enhance it nonetheless.

Departmental Awards and Commendations--
Tucson Police Department

The purpose of this order is to establish departmental policy for awarding medals and certificates of commendation and appreciation to officers of the department who distinguish themselves. Provision is also made for the awarding of certificates of appreciation to private citizens who distinguish themselves by heroic conduct or displaying outstanding civic responsibilities which enhance the police mission.

Medal of Valor

Description. The Tucson Police Department Medal of Valor consists of a shield-shaped medal surmounted by an eagle and bordered with a laurel wreath. The words "Valor" and "Tucson Police" and the date "1871" are superimposed in blue on gold banners. A five-pointed star is

superimposed on the medallion. The wording, date, and background are blue; the rest of the medallion is gold. The medal is suspended from a blue neck ribbon. A certificate containing particulars of the situation is presented with the medal in a walnut presentation case.

The ribbon which is worn in lieu of the Medal of Valor has a blue background and a gold border.

Eligibility. The Tucson Police Department Medal of Valor is awarded to officers of the department who distinguish themselves conspicuously by heroic action above and beyond the call of duty involving risk of life and personal bravery. Each recommendation for the Medal of Valor is based upon the following criteria:

1. That the officer acted pursuant to established police practice, in good judgment and not in reckless disregard for safety. This would apply regardless of the officer's success or bravery.
2. That the context of the act of bravery was not precipitated or otherwise aggravated by a violation of accepted police practice.

Medal of Merit

Description. The Tucson Police Department Medal of Merit consists of a medal with a green and white ribbon. The medal is shield-shaped and surmounted by a silver eagle

and bordered with a silver laurel wreath on a green background. The words "Merit," "Tucson Police," and the date "1871" are in blue on gold banners. A gold five-pointed star is superimposed on the green background. A certificate is presented with the medal in a presentation case.

The ribbon which is worn in lieu of the Medal of Merit has a green background with two wide and two narrow white bands.

Eligibility. The Tucson Police Department Medal of Merit is awarded to members of the department who, while serving in an official capacity, distinguish themselves by a meritorious act. The degree of merit need not be unique, but must be distinctive, and the act must be of a lesser degree than that for which the Medal of Honor is awarded.

Scarlet Shield Medal

Description. The Tucson Police Department Scarlet Shield Medal consists of a medal with a red and white ribbon. The medal is shield-shaped and surmounted by a gold eagle and bordered with a gold laurel wreath on a red background. The words "Scarlet Shield," "Tucson Police," and the date "1871" are in blue on gold banners. A gold five-pointed star is superimposed on the green background. A certificate is presented with the medal in a presentation case.

The ribbon which is worn in lieu of the Scarlet Shield Medal is awarded to an officer who is injured in the performance of duty while defending his personal safety or that of another.

Service Medal

Description. The Tucson Police Department Service Medal consists of a medal with a blue and white ribbon. The medal is shield-shaped and surmounted by a silver eagle and bordered with a silver laurel wreath on a light blue background. The words "Service," "Tucson Police," and the date "1871" are in dark blue on gold banners. A gold five-pointed star is superimposed on the light blue background. A certificate is presented with the medal in a presentation case.

The ribbon which is worn in lieu of the Service Medal is light blue with two white bands.

Eligibility. The Tucson Police Department Service Medal is awarded to an officer for ten years of dedicated and meritorious service. Only one basic award of the Service Medal is authorized. Gold stars are presented in lieu of additional awards of the same medal. The star is placed on the suspension ribbon and on the center of the ribbon bar.

Certificate of Commendation

Eligibility. The Tucson Police Department Certificate of Citizen Appreciation is awarded to a citizen who exhibits heroic conduct while in the performance of police action as a citizen or who assists a police officer in his mission and will acknowledge the outstanding application of his civic responsibility.

Nominations for Service Medals and Certificates

Nominating Procedure

Nominations for the award of a medal or certificate to a commissioned officer or private citizen shall be as follows:

Any supervisor can recommend an award. An officer's report would be forwarded through channels to the chief of police. Commanders and the chief of police would make their recommendations. The Office of Internal Affairs would verify the facts of each case prior to presentation to the chief of police. The final deciding body in this procedure would be a committee selected by the chief of police. The committee would make the final review and recommend whether or not a candidate will receive the award for which he was nominated.

Prior to submitting a nomination for a medal or certificate, supervisory officers will thoroughly familiarize themselves with the eligibility requirements for each award.

The officer's report containing the nomination shall have the date, time, place, and a detailed account of the act or service performed. It shall also contain the suggested wording to be placed on the certificate. The type of award to be issued will rest with the discretion of the board.

The Office of Internal Affairs shall maintain a file of nominations received. Examples of Tucson Police Department awards are shown in Appendix J.

CHAPTER 8

CONCLUSIONS

Evaluation of the Tucson Police Department

The new organizational structure within the Tucson Police Department should add tremendously to the efficient administration of the department. The chief appears to be well qualified and is doing an excellent job administering this ever-growing department.

The chief's ability to obtain an additional 70 men from the "ivory tower" speaks well for his abilities in the field of diplomacy and tact. The consensus of opinion is favorable toward the chief concerning his approach to most problems. Chief William Gilkinson is definitely better liked and more deeply admired by his men than was the former chief.

Chief Gilkinson is an extremely busy man and could use the added Administrative Division. With the implementation of this division, and especially the addition of a long-awaited research unit, the chief will find more time available to accomplish tasks which hitherto have been waylaid. The additional information obtained through the

proper use of the research department will allow the chief to make judgments based on facts and figures, rather than intuition.

Theory and Practice

The transition from theory to practice in the field of police administration I find to be quite evasive. Is there truly a distinction between the practical and the theoretical in my chosen field?

"Theory" is defined as "a plan or scheme existing in the mind only; a speculative or conjectural view of something; abstract knowledge of any art as opposed to the practice of it."¹⁵

Most writers in the field are individuals experienced in the practical application of police administration. The police administrator writes what to him is practical application, and this to the reader becomes theory. That which is theory to one writer may be the applied concept to another. A true theory must be that which has not been proved, such as McGregor's theory concerning types of workers. In his book, Leadership and Motivation, he expresses a theory. He states that within this century all people will be of his Theory "Y" type, as opposed to the "X" type of today's society.

15. Funk and Wagnalls, Standard College Dictionary (New York, Harcourt, Brace and World, Inc., 1957), p. 1389.

This concept as expressed by McGregor is true theory. It is impossible to prove or disprove until the year 2000.

Police administration does not lend itself, because of approach, to the formulation of theoretical concepts. I would agree that theory is present to a small degree within the total field, but not as an over-all concept. I, therefore, find it difficult to conceive of any transition taking place. In police administration, the practical becomes theory and vice versa.

Evaluation of the Internship

My internship with the Tucson Police Department was rewarding in many ways. I established personal relationships with numerous departmental personnel which I shall cherish in future years.

Of the three projects assigned to me, I believe two were of educative value. The third, the 1969 Tucson Police Department's personnel report, had little, if any, value academically.

Because of the recent reorganization within the Tucson Police Department, I believe that future interns would be better placed if they worked out of the Planning and Research Unit within the Administrative Division. I realize this could not be accomplished in my case, and I do not in the least regret the time I spent with Lieutenant Dietsch and Sergeant Tau. It was a pleasurable as well as an educative experience. I would like to conclude by again

thanking all those individuals at the Tucson Police Department for making this diary possible. My sincere thanks are extended to Chief William J. Gilkinson for allowing me to work within the Tucson Police Department.

APPENDIX A
APPLICATION FOR EXAMINATION

ATTACH

SMALL

RECENT

PHOTO

HERE

CITY OF TUCSON

CIVIL SERVICE COMMISSION

APPLICATION FOR EXAMINATION

Please Type, or Print
Plainly in Ink.
Fill in All Blanks
Completely and Submit
to Personnel Department
Before Closing Date.

1. POSITION APPLIED FOR:

2. HEIGHT: ____ Ft. ____ In.

3. WEIGHT: ____ Pounds

7. DATE OF BIRTH:

8. PLACE OF BIRTH:

9. MARITAL STATUS: ☐ Single☐ Married ☐ Widowed☐ Divorced ☐ Separated

MO. DAY YEAR

6. ADDRESS:

(Last)

(First)

(Middle)

☐ Mine ☐ Neighbor

(No.)

(Street)

(City)

(State)

(Zip Code)

If you would accept temporary or night work, check:
☐ Temporary ☐ Night

THE APPROPRIATE BLOCK TO ANSWER THESE QUESTIONS

YES

NO

Are you a U.S. Citizen? If not by birth, give Naturalization
Certificate Number _____

Do you have any physical or mental defect or disability? If answer
is, describe fully in item 23, below.

Have you, either as an adult or a juvenile, ever been arrested, held
in suspicion or detained (or ticketed) by any Police or Military
Authority? (Omit parking violations). In case of doubt answer
"Yes". Explain fully the circumstances of all arrests and detentions in
item 23, below.

Have you ever been dismissed from employment for inefficiency,
negligence or misconduct? Explain fully the circumstances of all
dismissals in item 23, below.

14. Is any employee of the City of Tucson related to you by blood or marriage?

☐ No ☐ Yes

Department _____

15. Have you ever served in the Armed Forces of the United States?

☐ No ☐ Yes

Branch _____

From _____ to _____

From _____ to _____

From _____ to _____

Highest grade held _____

Type of last discharge: ☐ Hon.☐ Gen. ☐ BCD ☐ Dishon. ☐ Med.

Service Number _____

16. CHECK THE HIGHEST SCHOOL GRADE YOU COMPLETED:

1 2 3 4 5 6 7 8 9 10 11 12

17. IF YOU COMPLETED HIGH SCHOOL, CHECK THE CORRECT BLOCK:

☐ Diploma ☐ Equivalency Certificate by G.E.D.

What Year? _____

18. HIGHEST SCHOOL ATTENDED (GRADE OR HIGH SCHOOL): Name: _____

NAME OF COLLEGES OR UNIVERSITIES ATTENDED	DATES OF ATTENDANCE	MAJOR & MINOR SUBJECTS	DEGREE AND YEAR

TECHNICAL, BUSINESS, CORRESPONDENCE OR OTHER SCHOOLS	COURSES STUDIED	DATES

19. ANY LICENSES, PROFESSIONAL REGISTRATION, OR PROFESSIONAL OR TECHNICAL RECOGNITION:

20. THE NUMBER OF PERSONS WHO ARE DEPENDENT UPON YOU FOR SUPPORT: _____

(If more space is needed, use Item 26 on reverse)

CHECK YOUR ANSWERS ON THIS APPLICATION CAREFULLY, BEFORE SIGNING THIS CERTIFICATE:

I certify that all information and answers to questions I have given on both sides of this application are true and I understand that
falsification or misrepresentation herein may disqualify me for this or any future examinations for any position with the City of
Tucson.

Signature: _____

APPENDIX B
APPLICANT QUESTIONNAIRE

TUCSON POLICE DEPARTMENT
APPLICANT QUESTIONNAIRE

READ CAREFULLY

112

ORDINANCE NO. 1535 adapted by the CITY of TUCSON, ARIZONA, on 20 Dec. 1954 reads, in part, as follows:

It shall be unlawful for any person, either for himself or herself, to give any false information to the Police Department of the City of Tucson, Arizona, or any member of such department.

An extensive background investigation will be conducted into your personal and family history.

You may be given a lie-detector examination to determine the authenticity of the information given by you in this questionnaire.

Any MISSTATEMENT of material fact or OMISSION of material information requested in this questionnaire may disqualify you for any employment by the Police Department of the City of Tucson, Arizona.

FOLLOW DIRECTIONS EXACTLY:

- A. Fill this form out in ink and PLEASE PRINT.
- B. Be sure your answers can be read easily.
- C. Answer each question completely.
DO NOT OMIT ANY INFORMATION WHICH IS REQUESTED. If you need additional space, write on the back of that page.
- D. DO NOT LEAVE A QUESTION BLANK. If it does not apply to you, write N/A in the blank. If from out of town, indicate address and telephone number where you can be reached locally while processing.
- HOME PHONE NUMBERS _____
1. Have you read and do you understand the foregoing? _____
2. FULL NAME _____ (Last) _____ (First) _____ (Middle) _____ Age _____
3. Street Address _____ City _____ State _____
4. Date of birth _____ (Mo., Day, Year) Birth place _____ (City, State)
5. Height (in bare feet) _____ Weight _____ Hair _____ Eyes _____
6. U.S. Citizen? Yes _____ No _____ By birth? _____ Naturalized? _____
7. Maiden name: _____
Is this the only name you have ever used? _____ If not, by what other names are you known? _____
Was your name changed by petition to the court? _____

8. Are you acquainted with any member(s) of the Tucson Police Department? _____ Whom? _____
9. Do you have any relatives in the employ of the City of Tucson? _____ If so, whom? _____
Which department? _____

* * *

ARREST HISTORY

* * *

10. Have you received any traffic citations? _____ If so, complete the following. (List each and every citation, excluding parking citations, since the date you started driving) LIST JUVENILE AS WELL AS ADULT CITATIONS:

CHARGE	CITY & STATE	DATE	DISPOSITION OR PENALTY

11. Have you ever been arrested, detained by police or summoned into court? _____ If so, complete the following: (LIST JUVENILE AS WELL AS ADULT ARRESTS)

CHARGE	CITY & STATE	DATE	DISPOSITION OR PENALTY

12. If you have ever been fingerprinted by the military or any police agency, other than for an arrest, give details below:

AGENCY _____ DATE _____ PURPOSE _____

AGENCY _____ DATE _____ PURPOSE _____

13. Have any of your relatives or your spouse's relatives ever been arrested, convicted, or imprisoned? _____ Felony? _____ Misdemeanor? _____

If so, explain _____

* * * RESIDENCE HISTORY * * *

14. List all your addresses during the past five years.

FROM	TO	STREET NO.	CITY	STATE

* * * SCHOOL ATTENDANCE RECORD * * *

15. Indicate the various schools you have attended and other information requested. If you cannot remember, say so. Do not trouble to write the school for information.

NAME ADDRESS (CITY & STATE)	NUMBER FULL YEARS OF WORK COMPLETED	WHEN ATTENDED	GRADUATE
GRAMMAR SCHOOLS			
JUNIOR HIGH SCHOOLS			
HIGH SCHOOLS			
UNIVERSITY OR COLLEGE			

NAME ADDRESS (CITY & STATE)	YEARS COMPLETED	WHEN ATTENDED	GRADUATE
BUSINESS OR SERVICE SCHOOLS			
EXTENSION OR CORRESPONDENCE COURSES			
ANY OTHER COURSE			

16. How many units of college have you completed? _____
17. What was your major and minor in college? Major _____ Minor _____
18. Are you presently enrolled in any school or academic class? _____
 If so, give name and address of school _____
 Course _____ Credit hours _____
19. What school subjects did you like best? _____
20. What school subjects were most difficult? _____
21. Was studying easy or difficult for you? _____ Explain _____

22. Have you ever been expelled from a school or denied admission to one? _____ If yes, explain the circumstances below:

23. What was your grade average during high school or college?

24. Social Security Number _____

Complete Employment History (Start with present position and work backwards)

A. Employer (Name of company) _____
 Street No. _____ City _____ State _____

1. Type of work or job _____
2. Salary per week _____ month _____ year _____
3. Employed from _____ to _____
4. Name of supervisor _____
5. Why did you leave? _____

B. Employer (Name of company) _____
 Street No. _____ City _____ State _____

1. Type of work or job _____
2. Salary per week _____ month _____ year _____
3. Employed from _____ to _____
4. Name of supervisor _____
5. Why did you leave? _____

C. Employer (Name of company) _____
 Street No. _____ City _____ State _____

1. Type of work or job _____
2. Salary per week _____ month _____ year _____
3. Employed from _____ to _____
4. Name of supervisor _____
5. Why did you leave? _____

D. Employer (Name of company) _____
 Street No. _____ City _____ State _____

1. Type of work or job _____
2. Salary per week _____ month _____ year _____
3. Employed from _____ to _____
4. Name of supervisor _____
5. Why did you leave? _____

E. Employer (Name of company) _____
 Street No. _____ City _____ State _____

1. Type of work or job _____
2. Salary per week _____ month _____ year _____
3. Employed from _____ to _____
4. Name of supervisor _____
5. Why did you leave? _____

(If there are more than five, use back of this page, or supplement sheets)

25. Have you ever been discharged or forced to resign for misconduct or unsatisfactory service from any position? ____ If so, give details and name and address of company. _____

26. What other competitive or Civil Service examinations have you taken?

27. Have you ever been barred from taking an examination? ____ Which?

28. Are you now on any eligibility list? ____ Which? _____
Were you ever placed on an eligibility list and not hired? ____ (Yes)
____ (No) or rejected for any Civil Service position? ____ (Yes) ____ (No)
WHY? _____
29. Give names of ALL places where you presently have filed application for employment.

30. In what position were you most proficient? _____
31. What position did you like best? _____
Why? _____
32. What particular task did you enjoy most? _____
Why? _____
33. What occupation did you enjoy most? _____
Why? _____
34. List any trades you have. _____

35. What positions have you ever held which required supervisory or executive ability, the exercise of authority and the ability to lead or control men?

36. Have your employers treated you fairly? _____
37. Have you ever received unemployment insurance or other Federal, State or local benefits or assistance? _____ If yes, give full details:

A. What position would you most like to have ten years from now? _____

B. Why do you wish to leave your present position? _____

38. Are you now a member of or have you ever been a member of any labor union? _____ If yes, give name of union and any office you held.

* * * MILITARY SERVICE * * *

39. Have you ever served in the Marine Corps, Air Force, Army, Navy, Coast Guard, R.O.T.C. or other military or semi-military organization?

ORGANIZATION	DATE ENTERED	RANK OR RATE	DATE SEPARATED OR DISCHARGED	RANK OR RATE

40. List all military serial numbers, both commissioned and noncommissioned

41. What was, or is, your military occupational specialty? _____

42. List dates, charges and disposition of all court-martials, Article 15's captain's masts or other disciplinary action while in the armed forces.

DATE	CHARGE	DISPOSITION

43. Are you now, or were you ever, an active or inactive member of any branch of the reserves, including National Guard? _____ (Yes) _____ (No)
State which: _____ (Active) _____ (Inactive)

44. List any disciplinary action taken against you in the National Guard or any other reserve unit. _____

45. Have you fired in competition? _____ If so, complete the following:
As individual or team or organization, WHEN and WHERE trophies or medals won: _____

46. Weapons qualified to handle _____
47. What is the best score you ever fired? _____ Explain _____

48. If you have had no military experience, give reasons. _____

* * * DRIVING HISTORY * * *

49. Can you operate a motor vehicle? _____ Yes _____ No
50. Do you possess a valid driver's license from the State of Arizona?
_____ Yes _____ No. License number _____, Year issued _____
51. Did you ever possess a driver's license issued by any state other than Arizona? _____ Yes _____ No. If yes, give state and number

52. Was your license ever suspended or revoked? _____ Yes _____ No.
If yes, state which and give reason? _____

53. Was your license ever restored? _____ Yes _____ No When _____
54. Have you ever been refused a driver's license by any state? _____ Yes
_____ No If yes, give details _____

55. Has your license ever been placed on negligent operator's probation?
_____ Yes _____ No If yes, give details _____

56. Have you ever been involved in a motor vehicle accident, either as a registered owner, operator, passenger or pedestrian? _____ Yes _____ No
If yes, give details _____

57. Do you have public liability and property damage insurance? _____
If so, what coverage? _____
58. Have you ever been sued in court or involved in other litigation arising from an automobile collision? _____ If so, explain: _____

* * * FINANCIAL HISTORY * * *

59. Give financial details below:
60. Is your life insured? _____ Face value \$ _____ Name and address of company _____
Where do you pay premiums? _____
61. Have you a savings account? _____ Net value \$ _____ Name and address of bank or company _____
62. Have you a checking account? _____ Net value \$ _____ Name and address of bank or company _____
63. What investments do you have? _____
64. Do you own your own home? _____ Buying home? _____ Unpaid balance \$ _____ Monthly payments \$ _____
65. Do you own, or are you buying, any other real estate? _____
Where? _____
66. Are you drawing annuity of any kind or disability pay? _____
Explain _____
67. Do you own an automobile(s) _____ Make _____ Year _____
Body _____ Style _____ Color _____
Mileage _____. Do you own a second car? _____ Make _____
Year _____ Body _____ Style _____ Color _____
Mileage _____.
68. What is your present monthly salary? _____
69. Is your spouse employed? _____ If yes, give name and address of employer _____
Monthly salary _____.
70. Do you or your spouse have any other outside income? _____ If yes, give total amount and source _____
71. What is the total of all incomes (including yours, your wife's and all outside income) per month? _____

72. Do you have any debts past due? _____

73. Are you in urgent need of a salary? _____

74. Present monthly payments (List all debts including personal loans from relatives and friends).

PERSON OR FIRM	ADDRESS	BALANCE	MONTHLY PAYMENTS	WHEN OPENED
RENT OR HOUSE PAYMENT				
CAR PAYMENT				
ALL LOANS				
DOCTOR BILLS				
ALL OTHERS				

Total Indebtedness - -

Total monthly payments - - - -

75. Past Credit: List below all firms with which you had credit but do not owe at this time. Include all street addresses.

PERSON OR FIRM	ADDRESS	ORIGINAL AMOUNT	DATE OPENED

76. Have your creditors treated you fairly? _____ If not, explain _____

77. Have you ever had accounts placed in the hands of a collection agency? _____ If so, how many? _____ Explain _____

78. Have you ever been sued in court for any accounts? _____ If so, give details: _____

79. Are you or have you ever been officially bankrupt? _____
80. Have you ever filed for bankruptcy? _____

* * * PERSONAL HISTORY * * *

81. Are you SINGLE, MARRIED, DIVORCED, WIDOWED, or ESTRANGED? _____
 If married, are you living with your wife? _____ Yes _____ No If not, state reasons _____
 Were you ever legally or voluntarily separated? _____ If so, how many times? _____

82. If MARRIED, all previous names of wife _____
 Age _____ (Female applicants indicate husband's name)
 When did you marry her (him) _____ Where? _____
83. Were you married before present marriage? _____ How many times? _____
 _____ When and where? _____
 Ex-wife's present name _____
 Ex-wife's present address _____
84. If DIVORCED (and not remarried) when? _____
 _____ Where? _____
 Ex-wife's present address? _____
85. If ESTRANGED, what is present address of wife? _____
 _____ What name is she using? _____

86. If WIDOWED, what was the cause of wife's death? _____
 When did it occur? _____ Where? _____
 Any children survive? _____ What arrangements are being made for children? _____

87. List below the names of ALL dependents, their relationship to you, ages, whether they are totally or partially dependent upon you for support and whether they are capable of supporting themselves if necessary:

NAME OF DEPENDENT	RE- LATION- SHIP	AGE	ADDRESS	TOTALLY/PARTIALLY DEPENDENT UPON YOU/ PARTIALLY CAPABLE OF SELF-SUPPORT

88. Are you expecting any additional dependents? _____

89. List below every child born to you:

NAME	DATE OF BIRTH	PLACE OF BIRTH	WITH WHOM AND WHERE DOES CHILD RESIDE

90. Are you supporting any children not living with you? _____ If yes, state full details and amount of support payments _____

91. Have you ever been involved as defendant in a paternity proceeding? _____ If yes, state full details _____

92. List below all IMMEDIATE RELATIVES (father, mother, sisters, brothers, and father- and mother-in-laws, whether living or dead). If deceased, give date of death:

NAME OF RELATIVE	RELATIONSHIP	ADDRESS (STREET, CITY, STATE)	OCCUPATION	AGE

93. If single, are you now dating any girls under the age of 18? _____

94. Identify members of your family who have had any of the following:

TB _____ HEART DISEASE _____ DIABETES _____ CANCER _____ NERVOUS
ALCOHOLISM _____ OTHER _____

95. Check any of the following diseases you have had:

TB _____ HEART DISEASE _____ DIABETES _____ CANCER _____ NERVOUS DIS-
EASE _____ SCARLET FEVER _____ KIDNEY DISEASE _____ MENTAL DISORDER _____
DIPHTHERIA _____ ASTHMA _____ RHEUMATISM _____ DISCHARGING EAR _____
OTHER _____

96. What is your blood type? _____

97. What physicians have treated you? Name and address (Name family physician first): _____

98. List any injuries you have had _____
_____ Who treated you _____
_____ Where _____ When _____

99. List any surgical operations you have undergone _____

100. Names and addresses of surgeons _____

 When? _____
101. If you have any deformities, list them: _____

102. Have you ever lived with a tubercular patient? _____
 When? _____
103. Have you consulted a physician during the past year? _____ If so, for
 what? _____

 Which physician _____
104. Have you gained or lost weight during the past year? _____ If so, how
 much _____ and why? _____

105. Do you sleep well? _____
106. Is your appetite good? _____
107. When were you last vaccinated? _____
108. Have you any tattoos? _____ If yes, describe and give location of
 each tattoo: _____

* * * SOCIAL HISTORY * * *

109. To what fraternal organizations do you belong? Office(s) held? If
 none, indicate. To what other organizations do you belong?
 Office(s) held? If none, indicate:

110. List five (5) persons not related to you and not former employers, who have known you for a substantial period of time.

NAME	ADDRESS	OCCUPATION	YEARS KNOWN

* * * ATHLETIC HISTORY * * *

111.

	FOOTBALL	BASKETBALL	TRACK	BASEBALL	OTHER	AWARDS
GRAMMAR SCHOOL						
JUNIOR HIGH SCHOOL						
SENIOR HIGH SCHOOL						
UNIVERSITY OR COLLEGE						
OTHERWISE AS AMATEUR OR PROFESSIONAL						
PRESENT ATHLETIC ACTIVITIES						

USE THIS SPACE FOR ANY COMMENTS REGARDING YOUR ATHLETIC HISTORY:

* * * GENERAL INFORMATION * * *

112. Do you know of anyone who is an enemy or who might try to harm you in any way? _____ If so, explain _____

113. Does the sight of blood nauseate you? _____

114. Do you smoke? _____ Chew tobacco? _____ Dip snuff? _____

115. Do you now or have you ever used any form of narcotic? _____

116. Have you ever smoked marijuana? _____ To what extent? _____

117. Do you drink intoxicating liquors? _____ To what extent _____

118. With what gambling games are you familiar? _____

119. What is your principal hobby? _____
120. Any other hobbies? _____
121. Do you read much? _____ Type of literature _____
122. What experience have you had in horsemanship? _____
123. Can you swim? _____ How well? _____
124. Can you play any musical instruments? _____ Which _____
125. What can you do to furnish entertainment; e.g.:
 Sing _____ Speak _____ Act _____ Shoot _____ Wrestle _____ Box _____ Dance _____ Other _____
126. List any foreign languages:

LANGUAGE	UNDERSTAND	SEEAK	READ	WRITE	DEGREE OF PROFICIENCY
127. Can you typewrite? _____ Touch or sight? _____ Speed (WPM) _____
 Can you take shorthand? _____ System _____ Speed (WPM) _____

* * * QUESTIONS CONCERNING EMPLOYMENT * * *

128. Do you object to wearing a uniform? _____
129. Do you object to working shifts? _____
130. Do you know of anything that would disqualify you for police appointment or prevent you from fully discharging official duties of said position? _____
131. In space provided below list reasons for applying for this position:

132. Have you read and do you understand the job description for a patrolman? _____
133. Do you know pay range for patrolman? _____ From \$ _____ mo. to \$ _____ mo.
134. Do you know the requirements for promotion and increase in pay? _____
135. Do you know that promotions or increase in pay is based on merit and that it is not based on time employed under City Civil Service? _____
136. Do you understand the hours of duty and general working conditions? _____
137. Are you prepared to furnish your weapon and all or part of your uniform? _____
138. What are your interests in police work? Specify in detail: _____

139. Have you any special training, experience, or ability which you think would be of value to police service? _____ What? _____

140. If married, what does spouse think of police service and of your engaging in this type of work? _____

141. Do you authorize the Tucson Police Department to make inquiry of your present and past employers regarding your character, qualifications and reputation? _____
142. Are you now, or have you ever been, a member of any communist, fascist, or activist organization? _____ Which? _____
When? _____
143. If you become a member of this Department, do you agree to take a polygraph test when requested to do so by the Chief of Police in regard to any matter he may deem advisable? _____
144. Have you severed all connection with any and all employers? _____
145. If you become a member of this Department and your uncorrected vision is not as required, do you agree to wear contact lenses at all times while on duty? _____
146. Do you agree to assist the Department in the investigation of complaints that may be registered against you? _____
147. Do you agree to take a test to determine the alcohol content of your blood upon the request of a supervisor? _____

148. If the necessity arose to shoot at a human being in the course of your employment as a Tucson Police Officer, would you have any reluctance to do so by reason of any religious or other beliefs? _____

I, _____, do hereby authorize the Veterans Administration, U.S. Navy, Air Force, Marine Corps, Coast Guard, medical doctors, insurance companies, state and federal income tax bureaus, to furnish the Chief of Police, City of Tucson, Arizona, with any and all available information regarding me in order that he may determine my suitability for police service.

Signed: _____

Date: _____

QUESTIONNAIRE
COMPLETED BY: _____

SIGNATURE

/

DATE

DO NOT COMPLETE BEYOND THIS LINE

_____ being first duly sworn, deposes and says: That each of the several foregoing statements subscribed to by him are true, except such as are made upon information and beliefs, and as to these, he verily believes the same to be true.

SIGNATURE OF APPLICANT

SUBSCRIBED AND SWORN to before me, this _____ day of
_____ 19____ MY COMMISSION EXPIRES _____

NOTARY PUBLIC

APPENDIX C
INTERVIEW RATING SHEET

TUCSON POLICE DEPARTMENT

INTERVIEW RATING SHEET

130

NAME OF CANDIDATE

TYPE OF INTERVIEW

DATE

Indicate your specific evaluation of the individual in each of the six factors by drawing a circle around that value in the box that reflects your opinion in each category. Be fair, impartial, and objective in your evaluation. Do not guess; if in doubt, resolve that doubt in favor of the department.

APPEARANCE

Is he sharp in his appearance? Is he dressed neatly? Does he make a good impression? Will he look good in uniform?

UNSUITED	DEFICIENT	INTERMEDIATE	EXCELLENT	OUTSTANDING
0	11 12	13 15 17	18 19	20

EFFECTIVENESS OF EXPRESSION

Does he speak clearly and distinctly? Is his choice of words good? Does he express himself adequately and completely?

OUTSTANDING	EXCELLENT	INTERMEDIATE	DEFICIENT	UNSUITED
20	19 18	17 15 13	12 11	0

ALERTNESS

Does he understand complex and difficult questions? Is he slow and confused by details? Must you repeat and explain?

UNSUITED	DEFICIENT	INTERMEDIATE	EXCELLENT	OUTSTANDING
0	2 3	4 5 6	7 8	9 10

TEMPERAMENT

Is he poised, friendly, and free from bias? Does he take offense easily? Does he become angry, tactless, or excited?

OUTSTANDING	EXCELLENT	INTERMEDIATE	DEFICIENT	UNSUITED
10 9	8 7	6 5 4	3 2	0

POLICE INTEREST

How long has he had this desire? Has he prepared in any way? Is he enthusiastic? Does he consider it a long-term career?

UNSUITED	DEFICIENT	INTERMEDIATE	EXCELLENT	OUTSTANDING
0	11 12	13 15 17	18 19	20

BACKGROUND

Does his education and work experience indicate his initiative and reliability; his dependability; his resourcefulness?

OUTSTANDING	EXCELLENT	INTERMEDIATE	DEFICIENT	UNSUITED
20	19 18	17 15 13	12 11	0

Add the values you have indicated and place the total in the box provided. An "Unsited" grade in any category must be considered as grounds for overall rejection regardless of total score.

TOTAL

NAME OF INTERVIEWER

APPENDIX D
AGILITY TEST

RECORD OF ACCOMPLISHMENT

131

VAL.	:	STAND :	:	100 :	:	STAND :	:	100 :	:	VAL.	:	STAND :	:	100 :	:	VAL.	:	STAND :	:	100 :	:					
:	FULL	BROAD	BAR	YARD	SIT	:	FULL	BROAD	BAR	YARD	SIT-UP	:	FULL	BROAD	BAR	YARD	SIT-UP	:	FULL	BROAD	BAR	YARD	SIT-UP			
:	UP	JUMP	VAULT	DASH	UP	:	UP	JUMP	VAULT	DASH	:	UP	JUMP	VAULT	DASH	:	UP	JUMP	VAULT	DASH	:	UP	JUMP	VAULT	DASH	:
100	:	23	:9' 7"	:6' 7"	10.4	:	70	:	50	:	7' 1"	:	:	:	:	:	20	:	:	:	:	:	:	:	:	:
99	:	:	:	:	:	:	69	:	49	:	6	:	:	:4' 7"	:	12.7	:	:	:	:	:	:	:	:	:	:
98	:	:	:9' 6"	:6' 6"	10.5	:	68	:	48	:	:	:	:7' 0"	:	:	:	:	:	:	:	:	:	:	:	:	:
97	:	22	:	:	:	:	67	:	47	:	:	:	:	:4' 6"	:	12.8	:	19	:	:	:	:	:	:	:	:
96	:	:	:9' 5"	:6' 5"	10.6	:	66	:	46	:	:	:	:6' 11"	:	:	:	:	:	:	:	:	:	:	:	:	:
95	:	:	:9' 4"	:	:	:	65	:	45	:	:	:	:6' 10"	:4' 5"	:	12.9	:	:	:	:	:	:	:	:	:	:
94	:	21	:	:	:6' 4"	10.7	:	64	:	44	:	:	:	:	:	:	18	:	:	:	:	:	:	:	:	:
93	:	:	:9' 3"	:	:	:	63	:	43	:	:	:	:6' 9"	:4' 4"	:	:	:	:	:	:	:	:	:	:	:	:
92	:	:	:	:6' 3"	:	:	62	:	42	:	:	:	:	:	:	13.0	:	17	:	:	:	:	:	:	:	:
91	:	20	:9' 2"	:	:	10.8	:	61	:	41	:	5	:	:6' 8"	:4' 3"	:	:	:	:	:	:	:	:	:	:	:
90	:	:	:9' 1"	:6' 2"	:	:	60	:	40	:	:	:	:6' 7"	:	:	13.1	:	:	:	:	:	:	:	:	:	:
89	:	:	:	:	:	10.9	:	59	:	39	:	:	:	:4' 2"	:	:	16	:	:	:	:	:	:	:	:	:
88	:	19	:9' 0"	:6' 1"	:	:	58	:	38	:	:	:	:6' 6"	:	:	13.2	:	:	:	:	:	:	:	:	:	:
87	:	:	:	:	:	11.0	:	57	:	37	:	:	:	:4' 1"	:	:	15	:	:	:	:	:	:	:	:	:
86	:	:	:8' 11"	:6' 0"	:	:	56	:	36	:	:	:	:6' 5"	:	:	13.3	:	:	:	:	:	:	:	:	:	:
85	:	18	:8' 10"	:	:	11.1	:	55	:	35	:	:	:	:6' 4"	:4' 0"	:	:	:	:	:	:	:	:	:	:	:
84	:	:	:	:	:	:	54	:	34	:	:	:	:	:	:	13.4	:	14	:	:	:	:	:	:	:	:
83	:	:	:8' 9"	:5' 11"	:	:	53	:	33	:	4	:	:6' 3"	:	:	:	:	:	:	:	:	:	:	:	:	:
82	:	17	:	:	:	11.2	:	52	:	32	:	:	:	:3' 11"	:	:	13	:	:	:	:	:	:	:	:	:
81	:	:	:8' 8"	:5' 10"	:	:	51	:	31	:	:	:	:6' 2"	:	:	13.5	:	:	:	:	:	:	:	:	:	:
80	:	:	:8' 7"	:	:	11.3	:	50	:	30	:	:	:	:6' 1"	:3' 10"	:	:	:	:	:	:	:	:	:	:	:
79	:	16	:	:	:5' 9"	:	:	49	:	29	:	:	:	:	:	13.6	:	12	:	:	:	:	:	:	:	:
78	:	:	:8' 6"	:	:	11.4	:	48	:	28	:	:	:	:6' 0"	:3' 9"	:	:	:	:	:	:	:	:	:	:	:
77	:	:	:	:5' 8"	:	:	47	:	27	:	:	:	:	:	:	13.7	:	11	:	:	:	:	:	:	:	:
76	:	15	:8' 5"	:	:	11.5	:	46	:	26	:	:	:	:5' 11"	:3' 8"	:	:	:	:	:	:	:	:	:	:	:
75	:	:	:8' 4"	:5' 7"	:	:	45	:	25	:	3	:	:5' 10"	:	:	13.8	:	:	:	:	:	:	:	:	:	:
74	:	:	:	:	:	11.6	:	44	:	24	:	:	:	:	:3' 7"	:	10	:	:	:	:	:	:	:	:	:
73	:	14	:8' 3"	:5' 6"	:	:	43	:	23	:	:	:	:5' 9"	:	:	:	:	:	:	:	:	:	:	:	:	:
72	:	:	:	:	:	:	42	:	22	:	:	:	:	:	:3' 6"	13.9	:	9	:	:	:	:	:	:	:	:
71	:	:	:8' 2"	:5' 5"	11.7	:	41	:	21	:	:	:	:5' 8"	:	:	:	:	:	:	:	:	:	:	:	:	:
70	:	13	:8' 1"	:	:	:	40	:	20	:	:	:	:5' 7"	:3' 5"	14.0	:	:	:	:	:	:	:	:	:	:	:
69	:	:	:	:5' 4"	11.8	:	39	:	19	:	:	:	:	:	:	:	8	:	:	:	:	:	:	:	:	:
68	:	:	:8' 0"	:	:	:	38	:	18	:	:	:	:5' 6"	:3' 4"	14.1	:	:	:	:	:	:	:	:	:	:	:
67	:	12	:	:	:	11.9	:	37	:	17	:	2	:	:	:	:	7	:	:	:	:	:	:	:	:	:
66	:	:	:7' 11"	:5' 3"	:	:	36	:	16	:	:	:	:5' 5"	:	:	14.2	:	:	:	:	:	:	:	:	:	:
65	:	:	:7' 10"	:	:	12.0	:	35	:	15	:	:	:	:5' 4"	:3' 3"	:	:	:	:	:	:	:	:	:	:	:
64	:	11	:	:5' 2"	:	:	34	:	14	:	:	:	:	:	:	14.3	:	6	:	:	:	:	:	:	:	:
63	:	:	:7' 9"	:	:	:	33	:	13	:	:	:	:5' 3"	:3' 2"	:	:	:	:	:	:	:	:	:	:	:	:
62	:	:	:	:5' 1"	12.1	:	32	:	12	:	:	:	:	:	:	:	5	:	:	:	:	:	:	:	:	:
61	:	10	:7' 8"	:	:	:	31	:	11	:	:	:	:5' 2"	:3' 1"	14.4	:	:	:	:	:	:	:	:	:	:	:
60	:	:	:7' 7"	:5' 0"	12.2	:	30	:	10	:	:	:	:5' 1"	:	:	:	:	:	:	:	:	:	:	:	:	:
59	:	:	:	:	:	:	29	:	9	:	:	:	:	:3' 0"	14.5	:	4	:	:	:	:	:	:	:	:	:
58	:	9	:7' 6"	:4' 11"	12.3	:	28	:	8	:	:	:	:5' 0"	:	:	:	:	:	:	:	:	:	:	:	:	:
57	:	:	:	:	:	:	27	:	7	:	:	:	:	:2' 11"	14.6	:	3	:	:	:	:	:	:	:	:	:
56	:	:	:7' 5"	:4' 10"	12.4	:	26	:	6	:	:	:	:4' 11"	:	:	:	:	:	:	:	:	:	:	:	:	:
55	:	8	:7' 4"	:	:	:	25	:	5	:	:	:	:4' 10"	:2' 10"	14.7	:	:	:	:	:	:	:	:	:	:	:
54	:	:	:	:4' 9"	12.5	:	24	:	4	:	:	:	:	:	:	:	2	:	:	:	:	:	:	:	:	:
53	:	:	:7' 3"	:	:	:	23	:	3	:	:	:	:4' 9"	:2' 9"	:	:	:	:	:	:	:	:	:	:	:	:
52	:	7	:	:4' 8"	:	:	22	:	2	:	:	:	:	:	:	14.8	:	1	:	:	:	:	:	:	:	:
51	:	:	:7' 2"	:	:	12.6	:	21	:	1	:	:	:4' 8"	:	:	:	:	:	:	:	:	:	:	:	:	:
SCORE: P-U: SET: 100YD: SIT-UP: TOTAL:																										

fully extended, using upper grip (knuckles to face). He raises body by arms until chin placed over bar - lowers body to full hang. Repeat as many times as possible.

132

RULES: Only one trial - no resting - no change of grip - body must not swing - knees must not be raised.

STANDING - BROAD JUMP - DESCRIPTION: Usual broad jump stance. Take off made from both feet - lands on both feet. Free swinging of the arms and bending of the knees is permitted.

RULES: Three fair trials shall be allowed - best of three recorded. Record to feet and inches to the nearest inch. Measurements made from nearest imprint (hands or body) and to the take off board. Violation of any points - foul.

BAR VAULT - DESCRIPTION: Grasp bar with upper grip (knuckles to face), body erect, eyes front, feet nearer than shoulders to vertical plane of the bar, arms and legs straight. With a spring from both feet and at the same time a strong pull of the arms, he swings his legs vigorously to one side and at the same instant straightens his arms (pushes upon them) so as to carry his body weight.

RULES:

- (a) After reasonable warm up - 2 trials allowed at each height;
- (b) Record in feet & inches as last height of bar is cleared;
- (c) Vertical measurement from ground to top of bar;
- (d) No part of body shall touch the bar except hands;
- (e) Vault one continuous movement - no double jumping permitted. OK to bend knees - raise heels off ground;
- (f) The toes must not be on or over the line directly under bar;
- (g) Bar diameter not to exceed 1½".

100 YARD DASH - Customary on mark, get set - GO - stop watch & gun - time.

SET-UP - DESCRIPTION: Contestant sits on ground, feet held by partner, body and head erect, knees straight - middle fingers touching behind the head, arms parallel to a plane projected through his shoulder blades. He then lowers his trunk backwards to a position about 3 inches above floor barely touching with his shoulders the thumb side of a second partner's hand held on the floor with palm at right angles to the ground. After touching the partner's hand, immediately raise body to vertical position, repeat as many times as possible. Rhythm in one complete movement (backward and upward) in six seconds. 3 men together - one taking test, one holding feet and count, and one holding hand on ground and watches for infraction of rules.

- RULES:
- 1. Arms & head original position throughout test - any deviation nullifies;
 - 2. No pause is permitted between the movements of raising and lowering trunk;
 - 3. Failure to touch partner's hand nullifies particular set-up - no relaxing.
 - 4. Score is number of perfectly executed set-ups.

APPENDIX E
RECRUIT CURRICULUM

SOUTHERN ARIZONA LAW ENFORCEMENT INSTITUTE
RECRUIT CURRICULUM

<u>Course Number</u>	<u>Lesson Title</u>	<u>Hours</u>
<u>Program Administration</u>		
001	Academy Orientation and Rules	2
002	Welcome to the Academy	1
003	Note-taking and Classroom Notebooks	1
004	Oath of Office	1
005	Drill Instruction	1
006	Miscellaneous Commander's Time	10
007	Examinations	<u>13</u>
Total		29
<u>Departmental Administration</u>		
101	Tour of TPD and PCSO	2
102	History of TPD and PCSO	1
103	Organization and Function of TPD and PCSO	2
104	TPD and PCSO Rules and Regulations	2
105	Professional Ethics	<u>1</u>
Total		8
<u>Social Sciences</u>		
201	Human Communication	2
202	The Police and the Public	2
203	The Role of Police in Society	2
204	The Police and the News Media	2
205	Police-Minority Group Relations	3
206	The Nature of Rumor and Prejudice	<u>3</u>
Total		14

Physical Training Skills

301	Physical Training	26
302	Defensive Tactics for Police	24
303	Searches of Persons and Vehicles	2
304	Riot and Crowd Control	8
305	Pursuit and Defensive Driving (Practical Course Included)	10
306	Legal Aspects of Firearms	2
307	Firearms Training	<u>43</u>
Total		115

General Topics

401	First Aid	31
402	The Handling of Mental Patients	3
403	Police Organization	1
404	Career Development	1
405	Supervision	2
406	Management Orientation	1
407	U. of A. Security Police	1
408	U. S. Border Patrol	1
409	State Liquor Enforcement	1
410	Police Inter-relations	1
411	Legal Aid Society	1
412	Function of the County Attorney	1
413	Pima County Juvenile Court Center	3
414	History of Law Enforcement	1
415	School Resource Program	1
416	State and County Government	2
417	City Government	1
418	City-County Geography	2
419	Care and Custody of Prisoners	1
420	Police Records Function	2
421	Data Processing	1
422	Availability of Records Information	1
423	Personnel Complaints	1
424	Alcoholism and Drunkenness	3
425	FOP and PBA	1
426	Intra-Governmental Relations	1
427	U. S. Secret Service	<u>1</u>
Total		67

Administration of Justice

501	Introduction to Statutory Law (Title 13)	4
502	Crimes Against Persons (Title 13)	4
503	Crimes Against Property (Title 13)	4
504	Crimes Against Public Peace (Title 13)	4
505	State Traffic Code (Title 28)	8
506	City Code	4
507	Civil Rights Laws	4
508	Laws of Arrest, Search and Seizure	11
509	Legal Phrases and Definitions	1
510	Rules of Evidence	3
511	Testimony and Courtroom Procedure	2
512	Summons, Warrants and Subpoenas	2
513	Traffic Citations	1
514	Juvenile Procedures	3
515	Process of Criminal Justice	1
516	Civil Process	1
517	Narcotic Laws	2
518	The Court System	2
519	Statutory Law Review	2
520	Labor Laws	2
	Total	<u>65</u>

Patrol Operations

601	Basic Patrol Concepts	2
602	Patrol Tactics and Duties	4
603	Techniques and Mechanics of Report Writing	22
604	Building and Residence Search Techniques	1
605	Stakeout and Surveillance Techniques	1
606	Crimes in Progress	3
607	Radio Communications	1
608	Activity Forms and Preparations	1
609	Prowler Call Techniques	1
610	Domestic Disturbances	2
611	Disorderly Conduct	2
612	Techniques and Mechanics of Arrest	2
613	Field Note-taking	2
614	DMAFB and EDEX Training	8
615	Vehicle Preparation for Patrol	1
616	Fire Scene Responsibilities	1
	Total	<u>54</u>

Traffic Operations

701	Introduction to Traffic Supervision	1
702	Selective Traffic Enforcement	1
703	Traffic Accident Investigation	10
704	Traffic Safety	1
705	Traffic Point Control	2
706	Officer-Violator Relationships	2
707	Drunk Driving Cases	2
708	Techniques of Stopping Vehicles	7
709	Vehicle Impoundments	<u>1</u>
	Total	27

Investigation

801	The Preliminary Investigation	3
802	Collection and Preservation of Evidence	3
803	Crime Scene Investigation	3
804	Sketches & Diagrams	2
805	Crime Scene Photography	1
806	Interviews and Interrogations	2
807	Descriptions of Persons & Property	2
808	Homicide and Suicide Investigation	3
809	Investigation of Sex Crimes	2
810	Robbery Investigation	2
811	Arson Investigation	2
812	Auto Theft Investigation	2
813	Bicycle Theft Investigation	1
814	Bogus Check Investigation	1
815	Assault Investigation	1
816	Burglary Investigation	4
817	Theft Investigation	4
818	Narcotic & Dangerous Drug Investigation	2
819	Public Accident Investigation	2
820	Fingerprints	2
821	Local Criminals	2
824	Common Vice Activities & Organized Crime	3
825	Narcotic & Dangerous Drug Orientation	3
826	Practical Investigation Problems & Mock Trial	5
828	Functions of the Crime Lab	2
829	Criminal Citations	<u>2</u>
	Total	61

Course Breakdown

Program Administration	29
Departmental Administration	8
Social Sciences	14
Physical Training and Skills	115
General Topics	67
Administration of Justice	65
Patrol Operations	54
Traffic Operations	27
Investigation	<u>61</u>
Total	440

APPENDIX F
ANNOUNCEMENTS

POLICE PATROLMAN

THE SALARY RANGE: \$675 - \$700 - \$730 - \$760 - \$790

THE FRINGE BENEFITS: \$250 per month (The City's portion credited to paid vacation, paid sick leave, retirement plan, group insurance, and paid holidays. City also furnishes uniforms, guns and other equipment)

THE POSITION: A Police Patrolman maintains order, enforces laws and ordinances, and protects life and property; issues citations, makes arrests, and testifies in court; keeps records and makes reports.

THE MINIMUM REQUIREMENTS: Between 21 and 32 years of age- 5'8" in height in stocking feet - 150 lbs. in weight, plus 5 lbs. for each additional inch in height; high school diploma or certificate of equivalence; excellent character; excellent physical condition; 20/40 uncorrected vision, or corrected to 20/40 by contact lenses; U. S. Citizenship.

THE TESTS: Applicants will be given several tests to determine the order in which they will be considered for employment.

WRITTEN:

This will measure reasoning ability, intelligence, personality factors, and general aptitude for police work

WEIGHTS

80%

PHYSICAL AGILITY TEST

This will determine whether the applicants meet the required standards of strength, agility and endurance

20%

Total

100%

A minimum score on each part of the examination is required to obtain a place on the eligible list.

Before the appointment, a Medical Test by the City Physician must be passed.

APPLICATIONS MAY BE FILED IN THE PERSONNEL DEPARTMENT, NEW CITY HALL
OPEN UNTIL FURTHER NOTICE

CIVIL SERVICE COMMISSION
CITY OF TUCSON

(SEE REVERSE)

APPLY TO:
PERSONNEL OFFICE, CITY HALL, TUCSON

EXAMPLES OF WORK PERFORMED: Patrols a designated area of the city on foot, on a radio-equipped motorcycle, or in a radio-equipped car to preserve law and order, to prevent and discover the commission of crime, to direct traffic and to enforce motor vehicle operation and parking regulations; interviews persons with complaints and inquiries and attempts to make proper disposition or direct them to proper authorities. Answers calls and complaints involving fire, automobile accidents, robberies, neighborhood disturbances and other misdemeanors and felonies; secures the scene of crime and administers first aid, conducts preliminary investigations, gathers evidence, obtains witnesses and makes arrests; testifies as a witness in court. When assigned as a detective, makes investigations of vice and narcotics activities, visits pawn shops and second-hand stores for the purpose of checking their records, identifying and recovering stolen property; investigates reports of stolen automobiles and property stolen from automobiles; conducts follow-up investigations of homicides and thefts; conducts special investigations for the F.B.I. and other agencies; investigates all complaints on bogus checks and forgeries; makes necessary arrests; investigates places, areas, and conditions that cause juvenile delinquency. Appears in court to present evidence and testify against persons accused of crime; investigates reports of missing persons; maintains surveillance over suspected criminals; participates in the return of fugitives from outside of state or from other cities. Travels to location where a fugitive is being held, and after processing necessary legal documents, takes custody of fugitives and returns him to the city. On assignment acts as radio dispatcher; assigns and directs the response of police patrolmen to the scene of a police incident in accordance with departmental policies. On assignment as two-wheel motorcycle patrolman, covers an assigned beat with primary emphasis on traffic law enforcement; provides specialized traffic control services in connection with parades and similar public events. On assignment as a member of the tactical operational unit, acts as a team with other members of the unit to strike rapidly and with force in those areas of immediate or imminent criminal activity, not only as a preventive measure, but also as a catalyst to other regular members of the uniform division. When assigned as a jailor, receives, books, searches, fingerprints, photographs, confines, and supervises and participates in maintaining prisoner security and welfare. On assignment as warrant officer, distributes warrants to members of the uniform division for service according to area and shift; personally serves warrants in especially difficult cases or in the case of warrants issued for addresses without the city limits; performs some clerical functions associated with the receipt, serving, and recording of warrants and their dispositions. Attends regular training classes in police methods, first aid, target practice and related subjects. Performs related work as required.

DESIRABLE KNOWLEDGES, SKILLS AND ABILITIES: Some knowledge of police methods, practices and procedures with ability to apply this knowledge to specific situations. Some knowledge of the geography of the City of Tucson and the location of important buildings or ability to acquire this knowledge rapidly. Ability to remember faces, names and details of incidents. Ability to understand and carry out oral and written instructions. Ability to develop skill in the use of firearms. Ability to deal courteously but firmly with the general public. Ability to analyze situations and to adopt quick, effective and reasonable course of action, without regard to surrounding hazards and circumstances. Ability to obtain a motor vehicle operator's license. Ability to prepare clear and comprehensive reports. Physical strength and agility and freedom from serious physical defects as indicated by a physical examination.

POLICE WOMAN

\$550 - \$575 - \$600 - \$625 - \$650

THE SALARY:

\$675 700 770 760 790

THE POSITION: This is specialized law enforcement and investigation work involving offenses by or against women and juveniles.

MINIMUM REQUIREMENTS: Graduation from an accredited university or college with a major in psychology, sociology, education, humanities or nursing. Between 22 and 35 years of age; 5' 4" in height in stocking feet; 115 pounds, with weight in proportion to height; 20/40 uncorrected vision. Contact lenses are acceptable. Excellent physical condition.

THE TESTS:WEIGHTS:WRITTEN:

This will measure reasoning ability, intelligence, personality factors, and general aptitude for police work.

80%

A Physical Agility Test will be given to determine whether the applicants meet the required standards of strength, agility and endurance.

20%

TOTAL 100%

A minimum score on each part of the examination is required to obtain a place on the eligible register.

Before the appointment, a Medical Test by the City Physician must be passed.

APPLICATIONS MAY BE FILED IN PERSON AT THE PERSONNEL DEPARTMENT,
NEW CITY HALL

CLOSING DATE: OPEN UNTIL FURTHER NOTICE

CIVIL SERVICE COMMISSION

DATED:

CITY OF TUCSON

(SEE REVERSE)

APPLY TO:

PERSONNEL OFFICE, CITY HALL, TUCSON

EXAMPLES OF WORK PERFORMED: Searches, inspects, and transports women and juvenile offenders to the proper authorities for custody. Investigates complaints and apprehends women and juveniles suspected of committing crimes. Assists police detectives in the questioning of women and juveniles. Refers juveniles to welfare authorities when home or other conditions are unsatisfactory. Serves warrants and subpoenas and testifies in court; attends and participates in public meetings and gatherings concerning juvenile delinquency or other police problems. Receives and attempts to resolve all obscene and annoying phone calls to the city; contacts the complainant involved to ascertain if he has had further difficulty; if necessary, arranges with the telephone company for monitoring. Investigates cases of mental illness, attempted suicide and resolves situation through arrest or hospitalization together with followup studies. Performs related work as required.

DESIRABLE KNOWLEDGES, SKILLS AND ABILITIES: Knowledge of general social problems in urban centers, particularly as related to the delinquency of juveniles and women. Knowledge of the geography of the city and the location of important buildings, or the ability to acquire the knowledge rapidly. Knowledge of the cause of juvenile delinquency and of methods of treatment and meeting such problems. Ability to secure necessary and pertinent information through interviews and varied investigative channels. Ability to establish and maintain effective working relationships with other employees, civic and welfare groups, and the general public. Ability to prepare clear and comprehensive written reports. Ability to meet such special age, weight and height qualifications as may be required at time of examination. Good judgment and tact in dealing with difficult and confidential investigations.

CONFIDENTIAL

Tucson Police Department
Special Order

On 23 May 1970 at 0800 hours a written examination for the position of Detective will be held at the Tucson High School Cafeteria.

All applicants shall submit an officers report, prior to 23 May 1970, to the Office of Internal Affairs, setting forth their eligibility in detail.

Eligibility:

The following criteria will be used to establish officers eligibility for this exam:

1. (A). Patrolman with 24 months continuous service with the Tucson Police Department; or,
(B). Patrolman with 18 months continuous service with the Tucson Police Department and 30 college hours credit. (Experience to be completed on the date of the written exam)
2. All applicants shall have successfully completed 60 college units or:
 - (A). Shall have successfully completed 5 college units during the 18 month period preceding the date of the written exam; or,
 - (B). Shall either be enrolled in college at the time of exam or enroll at his earliest opportunity (within one (1) year of assignment to Detective Division) to meet requirement in 2 (A).

A comprehensive written examination will be administered to applicants meeting the above basic requirements. Material covered in the exam will be concentrated on Departmental Rules and Regulations, laws of arrest, search and seizure, reporting procedures, and general police subjects.

Applicants who score in the top 40% on the written examination will be admitted to the oral exam.

Oral Examinations:

The oral board shall consist of:


- A. Two command officers from the Detective Division.
 - B. Two supervisory officers from the Uniform Division.
1. The oral board shall, among other things, consider the candidate's qualifications by his:
 - A. General appearance and demeanor.
 - B. Ability to communicate with others.
 - C. General aptitude for detective assignment.
 - D. Knowledge of police matters.
 2. In addition, the oral board shall consider departmental information pertaining to the candidates:
 - A. Length of experience.
 - B. Past performance based on previous evaluations and performance records.
 - C. Previous disciplinary actions and commendations.

D. Applicant's demonstrated desire toward self-improvement in police profession.

E. Tardy and sick record.

Detective Assignment List:

Fifty per cent of these candidates appearing before the oral board will be ranked on a final list which will expire after a period of one year from date.


William J. Gilkinson
Chief of Police
6 May 1970

Civil Service Commission
City of Tucson

ANNOUNCEMENT OF REGULAR CAREER PROMOTIONAL TEST

January 21, 1970

POLICE SERGEANT

THE SALARY RANGE: \$790 - \$825 - \$860 - \$900 - \$950

THE POSITION: This is first-level supervisory and specialized field and office Police work.

ELIGIBILITY: All patrolmen with a minimum of three years experience in the Tucson Police Department preceeding the day of the written examination are eligible. Patrolmen with 2-1/2 years experience may substitute 45 college units for 1/2 years experience and be admitted to the examination.

DATE OF WRITTEN EXAMINATION: March 7, 1970

THE EXAMINATION: WEIGHTS:

<u>Written:</u> Candidates will be given a practical test in the abilities and aptitudes of a Police Sergeant	40%
---	-----

<u>Oral Board</u>	
<u>Interview:</u> Successful candidates will be admitted to the Oral Board Interview for the purpose of appraising personal qualifications and general suitability for the position.	40%

<u>Seniority:</u>	10%
-------------------	-----

<u>Service Rating:</u>	<u>10%</u>
------------------------	------------

Total	100%
-------	------

In accordance with Rule V, Sec. 9, Sub-sec. (b) (2), admission to the Oral Board test will be restricted to the 40 applicants who score highest on the written examination. Those tied at the 40th position on the written test will be admitted to the Oral Board. The eligible list will be restricted to the top 16 of those admitted to the Oral Board, found to be best qualified on the basis of all parts of the test. APPLICATIONS MAY BE FILED AT THE PERSONNEL

OFFICE BEFORE CLOSING DATE, WHICH IS
February 20, 1970

EXAMPLES OF WORK PERFORMED: Directs and supervises personnel assigned to his command; in the absence of a senior officer assumes the authority, duties and responsibilities of that rank; is present at roll call and sees that outgoing members and employees are prepared for roll call and assigned duties; instructs employees of his command in methods of reporting and is responsible for inspection and approval of such reports; is responsible for reports to his commanding officer regarding violations of departmental orders and improper conduct by any member or employee of the department; periodically evaluates supervised personnel, making written and oral reports denoting progress and need for training. When assigned to the traffic section, supervises and participates with motorcycle and other patrolmen engaged in traffic control activities; makes frequent inspections of the area of his responsibilities and reports conditions requiring higher authority to his commanding officer; is responsible for the maintenance of efficiency in the enforcement of traffic laws and ordinances, the orderly movement of traffic, the selective enforcement activity and the prevention of accidents; aids and advises subordinates in the investigation and reporting of traffic collisions; is accountable for the condition of all equipment assigned to the traffic section. When assigned to Tactical Operations Unit, supervises members of the Unit; assigns unit to patrol areas and problems; maintains records of Unit's activity and prepares reports for supervisory officer; coordinates activity of Tactical Operations Unit with other departmental units and divisions. When assigned to the detective division, is responsible for exacting the proper performance of investigations from all supervised detectives; is particularly responsible for the efficiency, discipline, general conduct and appearance of officers assigned to his special supervision; reports to higher authority all cases of misconduct, incompetency, neglect of duty or any violation of the rules and regulations of the department on the part of the detective personnel; investigates the work of officers assigned under his supervision with a view to determining whether or not assigned cases have received proper and prompt attention; in the absence of a superior, exercises the authority and performs the duties of that superior within limitations imposed by administrative policy. Reads, corrects, or refers to officers for correction arrest reports, checking for elements for offense; checks complaints to determine that locations, dates, names, and the stated offense is correct; seeks approval of complaints by attorneys for the state; prepares courtroom for criminal arraignments and acts as court clerk and bailiff during arraignments. Interviews police applicants, checking for basic civil service and departmental requirements; coordinates police department personnel screening and examination activities with the civil service testing program; compiles information for and develops periodic strength and status summaries; maintain employee personal history records; maintains sick leave, annual leave, disciplinary and probationary evaluations records; investigates citizens' complaints regarding employee performance, and takes necessary action for resolution of complaints. Performs related work as required.

DESIRABLE KNOWLEDGES, SKILLS AND ABILITIES: Knowledge of the principles, practice and techniques of police work. Knowledge of controlling laws, ordinances, and of departmental regulations. Knowledge of the rules and the methods of preserving evidence. Knowledge of the geography of the city. Some knowledge of the principles, practices, and techniques of traffic control and crime investigation. Skill in the use and care of firearms. Ability to plan, assign, and supervise the work of others. Ability to enforce laws, ordinances, and the regulations with firmness, tact, and impartiality. Ability to react quickly and calmly in emergencies and to coordinate the work of subordinates in emergencies. Ability to express oneself clearly and concisely, orally and in writing. Physical strength and agility and freedom from serious physical defects as indicated by a medical examination.

Civil Service Commission
City of Tucson

P O L I C E L I E U T E N A N T

ELIGIBILITY: All Sergeants in the Tucson Police Department with a minimum of one years' service as Sergeant preceding the date of the written test.

LAST DATE TO FILE APPLICATIONS: October 10, 1969

DATE OF WRITTEN EXAMINATION: October 16, 1969

DATE OF ORAL BOARD INTERVIEW: To be announced

THE SALARY RANGE: \$950 - \$1,000 - \$1,050 - \$1,100 - \$1,150

THE POSITION: This is supervisory police work over a major shift or phase of police activity.

THE REQUIREMENTS: Considerable experience and training as a Police Patrolman and Sergeant.

THE EXAMINATION:

WEIGHTS

<u>Written:</u> Test will cover the abilities and aptitudes for the position.	40%
---	-----

<u>Oral Board Interview:</u> Will appraise personal qualifications and general suitability for the position.	40%
--	-----

<u>Seniority and Service Rating</u>	20%
-------------------------------------	-----

Total	100%
--------------	------

In accordance with Rule V, Section 9, Sub-section (b)(2), admission to the Oral Test will be restricted to a fixed number, which will be 50% of those taking the written examination. Those tied at the 50% grade will be admitted to the Oral Board. The eligible list will also be restricted to 50% of those admitted to the Oral Board found to be best qualified on the basis of all parts of the test.

Dated: September 22, 1969

CIVIL SERVICE COMMISSION
CITY OF TUCSON

EXAMPLES OF WORK PERFORMED: Directs and controls personnel under his command; maintains discipline among members of his command; insures proper performance of duties and adherence to policies and procedures by each member of his command; provides supervision and direction to members of other commands as may be necessary in the absence of the assigned commanding officer; insures proper maintenance, use and operation of assigned equipment, supplies and materials; prepares reports pertaining to activities of his command; prepares and checks daily assignment of personnel; conducts briefing session and inspects personnel before going on duty; reviews performance of personnel with Sergeants and guides Sergeants in performance of supervisory tasks; answers all major calls, such as murders, suicides and rapes occurring during shift, and supervises conduct of patrol officers engaged in investigation. Reviews all complaint and investigation reports submitted by officers for completeness and correctness of investigation; returns all incomplete or incorrect reports to officer concerned for correction; reviews all complaining and investigation reports for information which may be pertinent to other cases; supervises the compiling and publishing of the daily police bulletin. Supervises officer assigned to traffic safety and accident prevention; plans and directs traffic safety program; explains traffic safety program to interested groups; directs preparation of accident reports and compilation of accident statistics. Establishes and maintains curriculum for academic training of recruit officers at Police Academy; supervises the operation of the Police Academy; creates and directs in-service training programs for police personnel; supervises firearms instruction for police personnel. Performs related work as required.

DESIRABLE KNOWLEDGES, SKILLS AND ABILITIES: Considerable knowledge of the principles, practices and techniques of police work. Considerable knowledge of the rules and methods of preserving evidence. Considerable knowledge of controlling laws and ordinances, and of departmental regulations. Considerable knowledge of the geography of the City. Knowledge of the principles and practices of Police administration. Knowledge of the principles, practices, and techniques of traffic control and crime investigation. Skill in the use and care of firearms. Ability to plan, assign, supervise, and review the work of others directly through analysis of reports. Ability to enforce laws, ordinances, and regulations with firmness, tact, and impartiality. Ability to react quickly and calmly in emergencies and to coordinate the work of subordinates in emergencies. Ability to express oneself clearly and concisely, orally and in writing. Physical strength and agility and freedom from serious physical defects as indicated by a medical examination.

ANNOUNCEMENT OF IN-SERVICE
CAREER PROMOTIONAL TEST

P O L I C E C A P T A I N

SALARY RANGE: \$1100 - \$1150 - \$1200 - \$1250 - \$1300THE POSITION: This is responsible supervisory and technical police work directing the activities of a major police division.ELIGIBILITY: All Police Lieutenants of the Tucson Police Department who have completed their probationary period for Lieutenant and who have one year continuous service immediately prior to the written test.THE EXAMINATION:WEIGHTS

Written: Candidates will be given a practical written test in the abilities and aptitudes of a Police Captain 40%

Oral Interview: An oral board will be convened to appraise the candidates qualifications: interests, knowledge, experience, ability and personal characteristics for the position. 40%

Seniority: to be determined by the length of creditable service as a Police Lieutenant. 10%

Service Rating - to be determined from the two most recent evaluation and counseling reports. 10%

In accordance with Rule V, Sec. 9, Sub. sec. 62, the eligibility list will be restricted to the five (5) candidates found to be best qualified on the basis of all parts of the examination.

APPLICATIONS MAY BE FILED AT THE PERSONNEL OFFICE, 2nd FLOOR CITY HALL on or before the closing date which is June 18, 1970

Dated: June 4, 1970

CIVIL SERVICE COMMISSION
CITY OF TUCSON

EXAMPLES OF WORK PERFORMED: Directs and controls personnel under his command; maintains discipline among members of his command; insures proper performance of duties and adherence to policies and procedures by each member of his command; insures the enforcement of rules and regulations among members of his command; provides supervision and command to members of other divisions as necessary in the absence of divisional commanders; insures proper maintenance, use and operation of equipment, supplies, and materials assigned for divisional use. Organizes for the assignment and supervision of a large scale patrol force to provide for adequate police patrol on an around the clock basis; gives direct supervision to police lieutenants assigned to his division; has direct supervisory control of a tactical operations unit; organizes for the assignment and supervision of the police traffic unit. Plans and assigns the work of personnel assigned to the detective division; reviews the accomplishments of the various investigative details through reports and records kept by the detail supervisors; receives incoming long distance phone calls requesting police assistance and assures that proper police action is instituted in each instance; formulates and prescribes work methods and procedures to be followed by Detective Division personnel; answers calls to major crimes and supervises the investigation conducted by police personnel; maintains liaison with the County Attorney's Office and other law enforcement agencies. Plans schedules, supervises and reviews the work assigned to police records section, identification section, jails and communications section; acts as custodian for police property and other property taken into custody by the police department; maintains active liaison with the City Court, makes accounting of subpoenas issued by the court and checks police officers for court attendance; directs the operation of the city jails and assures that regulations are adhered to in the booking and custody of prisoners; supervises the operation of the police crime laboratory; assures that proper records systems are maintained and that statistical analysis reports are forwarded to proper governmental agencies when necessary. Performs related work as required.

DESIRABLE KNOWLEDGES, SKILLS AND ABILITIES: Thorough knowledge of the principles, practices, and techniques of police work. Thorough knowledge of the rules and methods of preserving evidence. Thorough knowledge of controlling laws and ordinances, and of department regulations. Considerable knowledge of the principles, practices, and techniques of traffic control and crime investigation. Considerable knowledge of the principles and practices of police administration. Knowledge of the social implications of law enforcement work. Ability to plan, assign, supervise and review the work of officers and men directly and through subordinate supervisors. Ability to react quickly and calmly in emergencies, and to direct and coordinate the work of subordinates in emergencies. Ability to interpret the objectives of law enforcement to subordinates and to the public. Ability to enforce laws, ordinances, and regulations with firmness, tact, and impartiality. Ability to express oneself clearly and concisely, orally and in writing.

August 27, 1969

P O L I C E C H I E F

THE SALARY RANGE: \$1300 - \$1365 - \$1430 - \$1500 - \$1575

THE POSITION: This is a professional law enforcement supervisory and administrative position as Chief of Tucson Police Department.

MINIMUM REQUIREMENTS: Progressively responsible experience in a wide variety of police functions including responsible administrative duties; graduation from a four-year college or university or the equivalent preferably supplemented by completion of advanced specialized studies in police administration and methods; unquestioned personal integrity; excellent health.

NECESSARY SPECIAL RESIDENCE REQUIREMENT: The Arizona Constitution, Article 7, Section 15, states in part:

"(Officers to be qualified voters.) Every person elected or appointed to any office of trust or profit under the authority of the state, or any political division or any municipality thereof, shall be a qualified elector of the political vision or municipality in which said person shall be elected or appointed...."

A qualified elector is a person who has been a resident of the City for such period of time as to make him eligible to vote in the City elections. According to Tucson Charter, Chapter 11, Section 16, one must be a City resident for ninety (90) days prior to an election in order to be eligible to vote, and as well, must be qualified to vote under state law which is one year prior to an election date.

THE EXAMINATION

WEIGHTS

Oral - to appraise the candidate's personal characteristics, interests, knowledge, and general ability for the position. 70%

Rating of Experience and Training- as indicated by candidate's application 30%

Total 100%

The Civil Service Commission reserves the right to appoint an impartial committee to review applications and select candidates to meet the oral examining board from those who appear to be the most qualified based on the applications submitted.

Request an application form from Personnel Department, City Hall Tower, 2nd Floor, Pennington and Main, P. O. Box 5077, Tucson, Arizona 85703. APPLICATIONS MUST BE FILED ON OR BEFORE September 17, 1969.

CIVIL SERVICE COMMISSION
CITY OF TUCSON

(SEE REVERSE)

SEARCHED INDEXED
SERIALIZED FILED
AUG 29 1969
FBI - TUCSON

APPLY TO:

PERSONNEL OFFICE, CITY HALL, TUCSON

EXAMPLES OF WORK PERFORMED

Directs through subordinate personnel and by analysis of reports all activities of the Police Department.

Controls expenditures of departmental appropriations and prepares budget estimates.

Supervises and participates in training of members of the Police force in police methods, procedures and duties, particularly at the administrative and supervisory levels.

Receives and disposes of complaints; attends meetings and public gatherings to explain the activities and functions of the Police Department and to establish favorable public relations.

Subject to Civil Service Commission regulations, develops departmental personnel rules; disciplines members of Police force; approves promotions, transfers and other personnel changes.

Performs related work as required.

DESIRABLE KNOWLEDGES, SKILLS AND ABILITIES

Extensive knowledge of the principles and practices of modern Police Administration.

Extensive knowledge of the principles and accepted good practices and procedures of Police sciences, administration, organization and operation as applied to the various departmental programs and activities.

Extensive knowledge of the use of Police records and their application to the solution of Police problems.

Extensive knowledge of controlling laws and ordinances.

Thorough knowledge of the standards by which the quality of Police service is evaluated.

Thorough knowledge of the organization and functions of the City departments and of County, State, and Federal law enforcement, regulatory and licensing agencies.

Ability to command the respect of officers and to assign, direct and supervise their work.

Ability to establish and maintain effective working relationships with other city officials and the public.

Ability to express ideas clearly and concisely; orally and in writing.

Ability to prepare and supervise the preparation of clear, accurate and comprehensive reports.

APPENDIX G

LIST OF CORRECTIONS FOR CONTINUING EDUCATION

LIST OF CORRECTIONS FOR CONTINUING EDUCATION

The following list reflects courses completed by officers, as indicated by our computer printout, which are not shown by continuing education.

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
BARLEYCORN, ARTHUR W.	ECON 9002B	69-3	3
	PHIL 9012	69-3	3
BOWMAN, DAN B.	SPEECH 9002	67-2	3
BRIGHT, JOHN A.	PUB ADMIN 7001	66-2	3
	SPEECH 9002	67-4	3
CANTONWINE, W.	GOVT 7002	66-1	3
CASTRO, MANUEL	CIVIL ENG 7299	67-4	2
	ENGLISH 7008	67-4	2
	PUB ADMIN 9003	68-1	3
DOTSETH, JOSEPH P.	ENGLISH 7008	66-1	2
	CIVIL ENG 7299	68-1	2
DUPNIK, CLARENCE	PUB ADMIN 7001	66-1	3
ELLIS, ROBERT	CHD WEL 7240A	D2-1	2
	DEL CON 7299A	D2-1	1
	LEG ASP 7299C	D2-1	1
	SOC GRP 7244	D2-2	3
	CHD WEL 7240 B	D2-2	2
	COR COUS 7245B	D2-2	2
	COR COUS 7245A	D2-2	2
	DEL CON 7299B	D2-2	1
	LEG ASP 7299D	D2-2	1
	ENGLISH 7008	66-1	2
FILIPPELLI, J.A.	PUB ADMIN 7001	66-2	3
GREENE, F. L.	PSYCHO 9001B	66-3	3

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
HANNING, THOMAS	CHD WEL 7240A	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299C	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
HITCHCOCK, V.	PSYCHO 7001A	66-1	3
	PSYCHO 7001B	66-2	3
HOLDCROFT, HAROLD L.	PSYCHO 9001A	66-3	3
LEHMAN, ERNEST	ANTHRO 7085B	68-3	2
LOWE, DONALD E.	GOVERNMENT 7002	66-1	3
	PUB ADMIN 7001	66-1	3
	PUB ADMIN 7101	66-2	3
	SOCIOLOGY 7001A	66-4	3
	SPEECH 9002	67-2	3
MOORE, JACK M.	CHD WEL 7240A	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299C	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
	PUB ADMIN 7001	66-1	3
	PUB ADMIN 7101	66-2	3
	ECONOMICS 9002A	66-4	3
	SOCIOLOGY 7001A	66-4	3
	PHILOSOPHY 7011	68-4	3
PHILABAUM, NOBLE P.	PSYCHO 7001A	66-2	3
	PSYCHO 9001B	66-3	3
	ECONOMICS 9002	67-1	3
	PUB ADMIN 7245A	67-1	2
	ECONOMICS 9002B	67-2	3
	CIVIL ENG 7299	67-4	2
	ENGLISH 7008	67-4	2
	PUB ADMIN 9003	67-4	3
	GOVERNMENT 7262	68-1	3
	HUMANITIES 7050A	68-1	4

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
O'NEILL, RALPH B.	PUB ADMIN 7001	66-1	3
RYAN, W.	PSYCHO 7001A	66-1	3
	ENGLISH 7008	66-2	2
SCHULER, LOUIS F.	CHD WEL 7240A	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299C	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
	PSYCHO 7001A	66-1	3
	SPEECH 7002	66-2	3
	SPEECH 7005	66-3	2
SMITH, RICHARD H.	PUB ADM 7001	66-1	3
	GOVERNMENT 7003	66-3	2
	SPEECH 9002	67-2	3
TOPPING, ROBERT W.	PUB ADMIN 7001	66-2	3
	ECONOMICS 9002A	66-3	3
	ECONOMICS 9002B	66-4	3
	PUB ADMIN 9101	67-1	3
	PUB ADMIN 7245A	67-1	2
	PUB ADMIN 7245B	67-2	2
	ENGLISH 9001	67-3	3
	ANTHRO 7199	68-2	3
WEATHERS, DURWOOD	ENGLISH 7008	66-1	2
	SPEECH 7002	66-2	3
WEINZAPFEL, G. J.	PSYCHO 7001A	66-1	3
WILHELM, ROBERT C.	CHD WEL 7240A	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299C	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
	ENGLISH 7008	66-1	2

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
WRIGHT, PETER	ENGLISH 9001	67-2	3
BUNTING, LARRY T.	PUB ADMIN 7101	66-3	3
EVANS, D. W.	GOVERNMENT 7002	66-1	3
BRUGGEMAN, JOE L.	PUB ADMIN 7001	66-1	3
	ENGLISH 7008	66-2	2
	GOVERNMENT 7003	66-2	2
	SPEECH 7005	66-4	2
	PUB ADMIN 9101	67-2	3
	ENGLISH 9001	68-3	3
	ENGLISH 9003	68-4	3
SCHRIEFER, MARVIN D.	CHD WEL 7240A	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299D	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
	PSYCHO 7001A	66-1	3
	GOVERNMENT 9002	68-3	3
	PHILOSOPHY 7011	68-4	3
ANGELEY, REX K.	ENGLISH 7001	66-1	3
TAU, TIMUR	HUMANITIES 7050B	66-2	4
SCOTT, W. R.	SOCIOLOGY 7001A	66-4	3
BOSTICK, JOHN R.	PSYCHO 7001A	66-1	3
	PSYCHO 7001B	66-2	3
	GOVERNMENT 7003	66-3	2
	ENGLISH 7008	66-4	2
	PUB ADMIN 7001	66-4	3
	ECONOMICS 9002	67-1	3
	PUB ADMIN 7245A	67-1	2
	ANTHRO 7001B	67-4	3
	CIVIL ENG 7299	67-4	2
	ANTHRO 7085A	68-1	2
	PUB ADMIN 9003	68-1	3
	GOVERNMENT 9002	68-2	3
	SPEECH 7118	68-2	2
	PHILOSOPHY 7011	68-4	2

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
BOSTICK, JOHN R. (Continued)	PUB ADMIN 7245B	68-4	2
	PUB ADMIN 7288	69-1	3
	PUB ADMIN 9101	69-2	3
	PUB ADMIN 7287	69-2	2
	ACCOUNTING 9001	70-1	3
REEVES, JERRY T.	PUB ADMIN 7245A	67-1	2
	PUB ADMIN 7245B	67-2	2
	ENGLISH 9001	67-4	3
OLSEN, GEORGE R.	ACCOUNTING 7041	69-1	3
FULLER, BRICE H.	CHD WEL	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299C	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
NAVARRO, RICHARD	PSYCHO 7001A	66-1	3
	ANTHRO 7001B	67-4	3
	PUB ADMIN 7245A	68-3	2
	PUB ADMIN 7245B	68-4	2
	PSYCHO 9001B	68-4	3
BURKETT, CHARLES D.	ENGLISH 9003	69-2	3
	PUB ADMIN 9101	69-3	3
SUEME, WILLIAM C.	SOC 9187	69-1	3
CRAIG, LYLE D.	ENGLISH 7008	66-1	2
	PSYCHO 7001A	66-2	3
	GOVERNMENT 7003	66-3	2
	PUB ADMIN 7245B	67-2	2
	CIVIL ENG 7299	67-4	2
	PSYCHO 9001B	68-4	3
MORELAND, BOBBY W.	HUMANITIES 7050A	69-1	4
GRANT, ROBERT J.	HUMANITIES 7050A	68-1	4
WRIGHT, DEMARCUS	HUMANITIES 9050B	69-1	4
SOWERS, LARRY	PUB ADMIN 7001	66-4	3

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
BERNAL, EDWARD R.	CHD WEL 7240A	D1-1	2
	DEL CON 7299A	D1-1	1
	LEG ASP 7299C	D1-1	1
	SOC GRP 7244	D1-1	3
	CHD WEL 7240B	D1-2	2
	COR COUS 7245A	D1-2	2
	COR COUS 7245B	D1-2	2
	DEL CON 7299B	D1-2	1
	LEG ASP 7299D	D1-2	1
	PUB ADMIN 7001	66-2	3
	PUB ADMIN 7101	66-3	3
	HUMANITIES 7050B	68-4	4
BOWER, R. T.	ENGLISH 7001	66-1	3
SHERWOOD, HENRY	ECONOMICS 9002	67-1	3
	ECONOMICS 9002B	67-2	3
BORK, VICTOR L.	PUB ADMIN 9001	69-1	3
SAINZ, VERONICA	PUB ADMIN 7245A	67-1	2
ELIAS, ANGEL	HUMANITIES 7050B	69-2	4
PENNING, RONALD	SOCIOLOGY 9001A	69-2	4
SCHNUR, ROBERT	PUB ADMIN 7101	68-4	3
JOHNSON, KENNETH	ENGLISH 7008	66-1	2
ROSE, HERBERT	CHD WEL 7240A	D1-1	2
WHITE, ROLSON E.	GOVERNMENT 7210	68-2	2
WINGFIELD, ROBERT H.	ECONOMICS 9002A	66-3	3
DAVIS, MAX C.	HUMANITIES 7050B	69-2	4
MURPHY, LYLE	GOVERNMENT 9003	67-4	2
ULICHNY, MICHAEL	CIVIL ENG 7299	68-1	2
WOODARD, WALTER W.	GOVERNMENT 9060	67-1	2
DAVIS, JAMES	SPEECH 9002	69-2	3

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
SCHAD, RICHARD	PSYCHO 9001B	68-4	3
TAYLOR, THURMAN	ANTHRO 7085A	68-1	2
	ENGLISH 7003	68-1	3
KENNEL, THOMAS	GOVERNMENT 9002	68-2	3
	SOCIOLOGY 9085	68-3	3
SANDERS, JOHN	PUB ADMIN 7266	69-3	3
ELLIS, GLENN	CIVIL ENG 7299	67-4	2
CORONA, JOSE	PUB ADMIN 7245B	68-4	2
	ANTHRO 9085B	69-2	2
	ENGLISH 9003	69-2	3
	PHIL 9012	69-3	3
	PUB ADMIN 9101	69-3	3
SCOTT, GENE	PUB ADMIN 7101	68-4	3
	SPEECH 7118	68-4	2
	GOVERNMENT 9003	69-1	2
	PUB ADMIN 7266	69-1	3
	ANTHRO 9001A	69-2	3
	HUMANITIES 7050B	69-2	4
	GOVERNMENT 9002	69-4	3
	GOVERNMENT 7272	70-1	3
	HUMANITIES 9050A	70-1	4
SCHLESINGER, LEONARD	ANTHRO 7085A	68-1	2
	ECONOMICS 9002A	68-1	3
	ECONOMICS 9002B	68-2	3
	GOVERNMENT 7210	68-2	2
	HUMANITIES 7050A	68-3	4
PASCHAL, DENNIS	ANTHRO 7199	68-2	3
	GOVERNMENT 7210	68-2	2
HILL, FREDERIC	ANTHRO 7199	68-2	3
MILTENBERGER, DONALD	GOVERNMENT 9003	69-3	2
PATTON, JAMES	ANTHRO 7085B	68-3	2
WILSON, MAYO	SPEECH 7118	68-2	2
	GOVERNMENT 9002	69-2	3
	SPEECH 9002	69-2	3

<u>NAME</u>	<u>COURSE</u>	<u>QUARTER</u>	<u>UNITS</u>
BULVER, ANTHONY	ENGLISH 9003	68-4	3
BARON, THOMAS	ENGLISH 9001	68-3	3
	GOVERNMENT 7261	68-4	3
	SOCIOLOGY 7090	68-4	3
	HPER 7271	69-1	2
	ANTHRO 9085B	69-2	2
	ENGLISH 9003	69-2	3
	PUB ADMIN 9101	69-3	3
	PSYCHO 9001B	69-3	3
POOLE, CHARLES	ENGLISH 7008	69-1	2
	SOCIOLOGY 9001A	69-2	3
BARNETT, GEORGE	ANTHRO 9001A	69-2	3
EDWARDS, WILLIAM	PUB ADMIN 7269A	69-4	3
BALLESTEROS, RAYMOND	GOVERNMENT 7273	70-1	3
SLAMA, JOSEPH	GOVERNMENT 7273	70-1	3
SAYAN, MARCIA	HUMANITIES 9050B	69-4	4

APPENDIX H

LIST OF EMPLOYEES' MATRICULATION NUMBERS AND UNITS COMPLETED

LIST OF EMPLOYEES' MATRICULATION NUMBERS
AND UNITS COMPLETED

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*ABBOTT, ERNEST	190749	18
*ADAMS, LEWIS	19853	0
ADONNA, EVELYN		
*ALLEN, THOMAS	155091	3
*ALLISON, WARREN F.	161439	0
*ANAYA, EUGENE L.	155095	29
ANCHARSKI, IRENE I.		
*ANDERSON, DONALD	175970	19
*ANGELEY, REX K.	155096	8
*ARMENTROUT, ROBERT L.	187543	24
*ARMSTRONG, VINCENT G.	163176	70
*ARNDT, LESTER E.	188376	24
ARNOLD, DOROTHY K.		
*AYALA, RODOLFO	156743	
*BALLESTEROS, RAYMOND A.	161406	
BAKER, DOROTHY MAE	155098	59
@BARLEYCORN, ARTHUR W.	155099	78
*BARNES, ELLIS L.	123345	8
*BARNETT, GEORGE	188374	70
=BARNETT, OTIS E.	143967	41
*BARON, THOMAS	179561	22
BARRINGER, RUTH		
*BECKLEY, FREDERICK A.	144461	61
=BEDIENT, KENDALL C.	133893	128
<u>BEDNAREK, DONALD A.</u>		140
*BENJAMIN, STANLEY G.	179558	24
*BERGMAN, CLAUS IVER, JR.	110755	0
+BERNAL, EDWARD R.		0
*BIGGS, GEORGE W.	188383	9
=BIRMINGHAM, PETER P.	72027	21
BISHOP, BROOKS F.	117665	35
*BJORN, LYLE J.	110879	87
*BLACK, BENJAMIN		0
*BLACK, ELYUS L.	206871	0
BLACK, FAYE R.		
*BONHORST, JOHN	179565	15
*BORK, VICTOR L.	164211	68

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*BOSTICK, JOHN R.	155103	49
*BOWER, ROBERT T.	155104	3
*BOWMAN, DANIEL B.	164165	18
*BRIGHT, JOHN ANDREW	155429	6
*BRIGHT, CHARLES T.	190751	0
*BROOKS, LAWRENCE C.	155109	63
+BRUGGEMAN, JOE L.	155111	18
* <u>BUEHRING, GERALD</u>	103870	146
*BULVER, ANTHONY G.	186156	6
*BUNNING, TRACY L.		
+BUNTING, LARRY T.	155431	78
+BURKETT, CHARLES D.	107348	63
<u>BURPO, JOHN H.</u>		250
*CANTONWINE, WARREN D.	155115	3
*CARSTENS, ROBERT	179564	26
*CARSTENSEN, GARY	121913	47
=CARTER, JOHN L.	176962	14
*CASTRO, MANUEL M.	174833	7
* <u>CEMPURA, EDWARD C.</u>	128550	137
*CHANEY, JOSEPH G.		
CHAPPELL, BERNICE		
CHLOPOWICZ, JOSEPHINE		
CLARK, JO ANN	118857	6
*CLARK, TIMOTHY A.		
*CLAYTON, WILLIAM W.	200832	28
*CONDISS, JOHN C.	160653	17
<u>CONDON, WILLIAM C.</u>	052958	134
*CORONA, JOE	111332	41
*CORRIE, JIMMIE D.	154257	16
*COZINE, DAVID		
*CRAIG, LYLE D.		
*CRAPSER, GEORGE R.	109251	3
*CRUM, WILLIAM	168965	16
# <u>CRITCHFIELD, BARBARA</u>		154
*CUVELIER, KEITH	123346	132
+CZECH, RICHARD	157355	82
DALL'AGLIO, PETER A.		
*DAVIES, JAMES W.	124851	56
DAVIS, CHERRY		
*DAVIS, JAMES F.	142486	42
*DAVIS, MAX	065746	28
*DEJONGHE, PATRICK R.	165135	77
=DIETSCH, LEONARD W.	155132	110
DILLON, BETTY	187540	0

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*DILLON, LEHMAN		
+DONOHUE, ROBERT	057234	0
*DOTSETH, JOSEPH	155136	4
+DOTY, RAYMOND G.	135230	5
+DOZE, GLENN	074347	5
+DUDEK, JOHN M.	063609	2
DUNCAN, KAREN	164167	40
*DUNFEE, JAMES R.	155138	11
@DUPNIK, CLARENCE W.	065354	98
*DURAN, ALEJANDRO E.	154180	21
*EDWARDS, WILLIAM L.	171992	3
*ELIAS, ANGEL L.	155142	41
*ELLIS, GLENN	157303	49
+ELLIS, ROBERT G.	155143	17
*ENZ, DAVID A.	092457	145
*ERDMAN, FRED H.		
*ERDMAN, LESLIE C.	155434	25
*ETZWILER, RICHARD	166366	57
*EVANS, DOUGLAS W.	155147	3
*EVANS, MARK R.	190036	16
FANNING, HELEN D.		
*FARLEY, MICHAEL	123613	148
FELKEL, LUCILLE T.		
*FERRER, PAUL T.	164799	29
*FIELD, JON	111776	16
=FILIPPELLI, JOHN A.	142339	10
*FINE, LARRY	187542	70
FOWLER, MARCIA		
*FRAGOSO, ALVARO H.	144681	70
*FRAGOSO, MARTIN		125
+FUGATE, JAMES C.	079742	144
+FULLER, BRICE H.	072320	140
GALBREATH, DORIS		
GALEY, RUTH LORRAINE		
*GASSAWAY, HENRY LEE	143544	30
GISSER, FRANCINE		
*GOMEZ, THOMAS S.		
+GOODNIGHT, ROBERT K.	155153	37
=GRANT, ROBERT J.	155154	131
+GREENE, FRANK L.	063130	32
=GREER, RICHARD T.	074174	88
*GRIDER, JAMES W.	122380	54

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*GRIMSHAW, RAYMOND	157366	21
*GRISSOM, GEORGE	186155	6
*GRISSOM, KENNETH W.	176965	31
HACKER, PATRICIA		
*HACKER, THOMAS	101061	26
+HANING, THOMAS A.	063931	169
HANSEN, BETTY	155162	3
*HARDYMAN, RAYMOND	179556	13
*HARRELL, DOUGLAS		75
*HARRIS, EARLE E., JR.		
*HARRIS, LARRY K.	198123	9
*HARRIS, STEVEN A.		6
*HARTIGAN, RICHARD C.		130
*HATHAWAY, JERRY	194958	44
*HAURY, DELBERT W.	155437	6
*HAY, CHARLES E.		
*HEADRICKS, BARRY W.	147586	115
HEMINGWAY, MARGIE F.		
*HENDRICKS, GLENN	147179	94
+HENRY, ROBERT P.	155166	43
*HILL, FREDRIC	115323	132
HINO, WILLIAM J.	164156	73
+HITCHCOCK, JACKIE		
*HITCHCOCK, VIRGIL	049008	24
*HOGAN, JEROME P.	188377	5
+HOGAN, WILLIAM F.		130
*HOLBEN, CHARLES A.	159904	3
=HOLDCROFT, HAROLD L.	155171	40
HOOPER, VIRGINIA	078051	
*HUHN, RICHARD H.	093876	53
*HUST, LAWRENCE	188378	6
JEFFERSON, JUANITA		
*JENNINGS, CARL E.	173757	0
JOHNSON, ALBERT L.	020080	
JOHNSON, BERTA L.		
JOHNSON, HARRY J.		
+JOHNSON, KENNETH E.		125
*JONES, CURTIS E.	187538	2
*JONES, WILLIAM O.	143001	33
*JORGENSEN, DONALD B.	198122	
+KALAK, CHARLES R.	095998	77
=KEELEY, THOMAS	136848	24

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*KEITH, LON EDWARD	201081	0
KELLY, RUTH		
@KEMPE, CARL	167140	183
*KENNEL, THOMAS	129978	15
@KESSLER, FRANCIS R.	064352	170
+KISHMAN, CARL	067783	29
+KNOX, CLARENCE	076746	0
*KOHLMAN, BERYL	133080	115
*KRAUSE, JERRY L.		
+KRIEGER, KENNETH K.	155439	94
*KUD-KUDIJAROFF, MICHAEL	157374	42
*LAFRANCE, PAUL F.	183510	25
LAWRENCE, ARTHUR B.	155190	34
*LAWRENCE, LARRY C.	020108	3
LEE, CLAIR		
*LEHMAN, ERNEST	155440	2
=LESCHINSKY, THOMAS H.	155193	84
*LEVERENZ, MICHAEL		180
LEYVA, RACHEL		
*LIND, GEORGE B.	118297	85
+LINGHAM, ALFRED	081543	45
*LIPPHARDT, GEORGE A.		80
*LONGSTAFF, RICHARD	155441	30
*LOPEZ, ANTONIO J.		
=LOWE, DONALD E.	155199	15
*LOWE, PERRY A.	179559	11
*LUGAR, JAMES	155201	49
LUMM, ANGELA		
LUTICH, JEWELL M.		
*MAC MACKEN, HARLEY J.	170342	56
*MAGOCH, KENNETH E.		100
*MANRIQUEZ, RICHARD R.	190761	0
*MARMION, VICTOR Z.	131728	29
MARQUETTE, CARMELA		
*MARQUEZ, CARLOS A.	198114	3
*MARTIN, JOHN D.	198116	0
MARTINEZ, SANDRA R.	146239	40
=MAURER, KENNETH C.	127097	53
*MC CALL, JOHN	068497	47
+MC DANIEL, KENNETH		
MC DANIEL, NELDA J.		
+MC GUIRE, PATRICK	155443	65
*MEJIA, ERNEST V.	157388	23

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
MENDIBLES, OLGA	174839	
*MESSMER, JAMES J.	198115	0
=MIDDLETON, CHARLES C.	075177	83
MILLER, DALE	052470	
*MILNE, CHARLES	178815	18
+MILNE, RICHARD W.	155208	99
+MILTENBERGER, CHARLES	098202	84
*MILTENBERGER, DONALD	179555	11
*MILTENBERGER, RONALD	187536	13
MIMS, JUANITA	151525	17
*MITCHELL, ROBERT E.	190762	3
# <u>MITTENDORF, MARGARET</u>	087586	128
*MONK, STEFFAN M.	127219	114
*MONTGOMERY, WILLIE W.	164159	26
+MOORE, JACK	155211	30
+MORELAND, BOBBY W.	155213	60
*MORRIS, THOMAS R.	166864	49
MORRISON, BEVERLY	115769	
+MORRISON, JAMES F.	155213	43
*MORRISON, RONALD	155215	0
*MUHL, FRANK	155216	38
*MULLENEAUX, ANDREW	165748	59
MULLENEAUX, MOLLY		30
*MULLIGAN, THOMAS J.		30
MUNGIA, MARIA		
*MUNOZ, TIBURCIO	155217	27
*MURCHEK, MILAN	155218	24
* <u>MURPHY, LYLE</u>	123611	139
*NAVARRO, RICHARD A.	062619	17
NEILL, MARGARET		
*NEWMAN, DAN L.	132522	96 2/3
+NICHOLS, THOMAS	147212	60
*NIELSEN, JACK		12
*NIELSON, MICHAEL A.	147543	118
*NIXON, SAMMY L.		
*NORTON, JOHN L.		
NUNEZ, ARCELIA		
NUNEZ, SYLVIA	194833	
OBERLITNER, ROBERT E.	160756	31
*OLSEN, GEORGE	155224	28
O'NEILL, DOROTHY	082556	25
+O'NEILL, RALPH	155225	15
<u>O'SULLIVAN, TIMOTHY</u>	113731	199
*OVSEVITZ, EDWARD J.	148591	93
OWENBEY, JOYCE		

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*PACHNOWSKI, WILLIAM	166363	15
*PAPP, EDWARD		
*PASCHAL, DENNIS	176963	5
*PATTERSON, THOMAS B.	182329	38
*PATTON, JAMES W.	179557	2
PATTON, KAREN ANN		
+PAULUS, RAYMOND	136998	
*PENNING, RONALD	168875	46
*PERRIN, RONALD		
*PERSHING, PETER	118461	51
*PETERS, VINCENT C.	187541	15
PFISTER, ROBERT E.		
*PHILABAUM, NOBLE	155444	33
*PHILIPS, PHILIP	113868	135
*PIERCE, ROBERT D.	147441	30
*POLITO, JAMES N.	077730	39
*POLWORT, STANLEY E.	188379	6
*POOLE, CHARLES H.	179562	42
*POST, LARRY	157402	0
*PUPKOFF, ROBERT	144418	76
*PYLE, GARY A.		
QUINN, MARY ELLEN		
RAMIREZ, FRANK		
RAY, RUSSELL		
REES, DONNIE		
*REEVES, JERRY T.	144610	10
*REYNA, MORRIS	124156	119
*RICHARDS, JAMES	165743	28
+RIDGLEY, ORVILLE	136162	100
*RIOS, SANTIAGO	155237	66
<u>RIVERO, CAROLYN M.</u>		150
=ROBLES, GEORGE K.	155450	
*ROCHE, JOHN B.	139997	93
*ROGERS, CLEM	085502	147
*ROMANO, JOSEPH		
ROMO, BETTY	164161	5
+RONSTADT, PETER	094611	129
+ROSSETTI, EUGENE V.	157407	89
ROWE, MILDRED		
+RYAN, WARREN	155246	5
SAINZ, VERONICA	145085	35
*SANDERS, JOHN	153023	21
SAYAN, MARCIA L.	198119	65
*SCHAD, RICHARD	186160	3
*SCHLESINGER, LEONARD	159061	56

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*SCHNUR, ROBERT	069979	50
+SCHRIEFER, MARVIN D.	155251	24
+SCHULER, LOUIS	079418	23
*SCHWARTZ, JACK G.	068723	0
*SCHWARZ, CHARLES E.	155252	28
*SCOOPMIRE, DOUGLAS H.	123775	200
*SCOTT, EDWARD	057409	18
SCOTT, GENE	186158	64
SCOTT, MARY KATHLEEN		
*SCOTT, WALTER R.	164158	3
*SEDLMAYR, ROGER	155254	6
*SEITSINGER, RONALD		
*SHALATY, THOMAS R.	198120	6
*SHANTZ, FRED	087411	61
*SHERWIN, WALLACE		
*SHERWOOD, HENRY	165749	21
*SHOFFNER, BYRON	168000	9
*SINCLAIR, ROBERT	198118	61
*SINCLAIR, SHULL A.	168927	53
*SKUTA, GEORGE S.	169587	49
*SLAMA, DONALD L.	159437	90
*SMITH, CLIFFORD	070417	58
*SMITH, DAVID M.	139676	21
*SMITH, NOLAN H.		
=SMITH, RICHARD	062462	144
SOTELO, SYLVIA ANN		
*SOUTHWORTH, ROBERT	197994	60
*SOWERS, LAWRENCE	164212	3
SPENCER, ALICE		
*SPHAR, DONALD E.	155901	9
STAFFORD, ALICE D.		
*STERNER, CARL		
<u>STERNGAST, ANNA</u>	083404	128
*STEWART, JAMES T.	157416	106
STONE, JOAN		
*STORCH, DAVID	174836	49
*SUEME, WILLIAM	155447	45
*SULZBACH, ROBERT	075870	97
*SUTTON, JOHN M.	155266	72
<u>TANNERT, WALTER K.</u>	114764	159
+TAU, TIMUR B.	065668	76
*TAYLOR, THURMAN	128522	27
*TERCERO, DANIEL L.		
*THIBODEAUX, DAVID A.	191220	0
+THIM, ROBIN M.	147249	3
*THOMAS, RICHARD P.	155268	0
*THOMPSON, PAUL K.	176605	13
+TOPPING, ROBERT W.	155448	22

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*TRACEY, PAUL W.	138482	118
*TRIBBLE, DAVID P.	121618	6
*TRIPP, NORMAN G.	155270	58
TYRA, ADONNA E.	174114	0
TWERELL, MAXINE	176276	3
* <u>ULICHNY, MICHAEL</u>	114923	125
VELASCO, MARIE L.	165850	
VERDUGO, CAROLE ANN		
VILLA, MARVA JOYCE		
*WAGNER, EDWARD A.	190765	0
*WALKER, WATHOR J.	155274	0
*WALSH, MICHAEL O.	133504	80
*WALSH, PATRICK	086776	29
*WEADOCK, SHERMAN W.		
+WEATHERS, DURWOOD	155277	5
*WEBB, THOMAS LEE		18
*WEBSTER, ROBERT H.	139377	52
+WEEKS, JOHN J.	155278	28
*WEINZAPFEL, JOSEPH M.	150433	63 $\frac{1}{2}$
*WHITE, ROLSON E.	081267	47
WHITEHEAD, ESTHER D.		
+WILHELM, ROBERT C.	155279	17
WILKINS, JEAN	137184	6
*WILSON, MAYO G.	176964	8
*WILSON, THOMAS	128984	103
*WINGFIELD, ROBERT H. C.	157430	92
+WOLFF, WERNER S.	155281	78
*WOOD, ARTHUR W.	067917	10
*WOODARD, WALTER	165745	17
*WOOLISON, EDGAR C.		
WORRELL, JAMES		
+WRIGHT, CHARLES A.	155284	24
WRIGHT, DEMARCUS L.	053541	48
+WRIGHT, PETER J.	142356	15
*YOUNG, FLOYD JAMES	176278	43
<u>ZACHES, DONNA C.</u>		135
*ZIMMERMAN, STEPHEN T.		
*ZSCHECH, RICHARD H.		
+ZUNIGA, JOSEPH R.	116406	79
* <u>ZYLSTRA, JOHN</u>		130

<u>NAME</u>	<u>MATRICULATION NUMBER</u>	<u>UNITS COMPLETED</u>
*GERHARDT, THOMAS B.		131
*SCHOLL, W. L.		130
*PYEATTE, C.		130
*SALVERSON, G. L.		120
*LIESE, T. M.		160
*PRATER, S. T.		132
*BRIAMONTE, W. F.		
*JOHNSON, GREGORY		48
*ERICKSON, S. R.		78
*HART, R. E.		45
*CHESSER, ALAN M.		100
*MOLCHAN, R. G.		
*MANRIQUEZ, S. D.		
*MOCK, T. L.		60
*LIVINGSTON, M. D.		64
*SANDERS, G. P.		34
*LANIER, B. E.		
*KULLBERG, L. T.		
*ARINO, R. F.		130
*SHOEMAKER, W. G.		50
*STEVENS, C. M.		12
*WARREN, LEER		94
*NIERENBERG, J. J.		
*TIETJEN, N. E.		12
*ROBINSON, LEON H.		
*FALL, R. E.		6
*GAMBOA, D. S.		15
*FINN, D. A.		70
*LUPIEN, JAMES		30
*JACKSON, KURTIS A.		62
*HILDEBRAND, D. C.		
*HALLUMS, P. E.		87
*HICKEY, J. J.		9
*COKINOS, M. G.		
*BASS, B. C.		25
*BIEHL, R. P.		
*JOHNSON, T. J.		59
*KOCH, J. C.		6
*KALINSKI, F. C.		18
*WILLIAMS, G. L.		131
*DUNAGAN, L. S.		40
*PAULOS, T.		30
*GREVIN, S.		60

LEGEND:

- * Indicates PATROLMEN
- + Indicates SERGEANTS
- = Indicates LIEUTENANTS
- @ Indicates CAPTAINS
- # Indicates POLICEWOMEN

————— Indicates Those Tucson Police
Department Employees Who Have
Received University Degrees

APPENDIX I
EXAMPLES OF AWARDS ISSUED BY CITIES SURVEYED

BALTIMORE POLICE DEPARTMENT

Commendation Awards, in order of their importance, are as follows:

- a. Departmental Medal of Honor (gold medal with eagle and white gold star affixed). This may be awarded posthumously when a member meets his death in the performance of his duty. It may be awarded a member for an act of extraordinary heroism or bravery above and beyond that expected in the line of duty. A Departmental Medal of Honor, to be awarded posthumously, shall be affixed to a plaque with a replica of the officer's badge and an appropriate inscription. This plaque, of a design approved by the Police Commissioner, shall be presented to the widow or nearest of kin of the deceased officer. A metal plaque of like design, approved by the Police Commissioner, shall also be placed in the main assembly room of the district, division, or bureau to which the member was assigned.
- b. Special Commendation (orange and black ribbon with three silver stars). This may be awarded for a display of exceptional courage, intelligence, alertness, or skill in the performance of highly creditable and unusual police accomplishment, resulting in the prevention or solution of a crime, and the arrest of those responsible. It may be awarded for the following acts: extraordinary police work involving grave personal danger; protecting the life of another; effecting arrest where circumstances indicate that the use of fire-arms or other weapons could reasonably have been expected, but by reason of vigilance and alertness on the part of the officer, the arrest was effected avoiding direct combat with deadly weapons. This award shall not be granted for arrests resulting solely from information of an informant. It is intended for extraordinary cases in which diligent investigation leads to the arrest of a dangerous criminal.
- c. Bronze Star (orange ribbon, edged in black, with bronze star). This may be awarded when the circumstances involved exceed those set forth for the regular Commendation award, but do not fully meet the requirements of the Special Commendation. It may be awarded in the following cases: for the arrest of an armed adversary, not necessarily at imminent risk of life nor the result of physical combat; for an act of extraordinary intelligence reflecting a highly creditable police accomplishment; for displaying perseverance and devotion to duty resulting in the prevention, or the solution of a crime or criminal act, and the apprehension of those responsible; for an act involving personal danger in physical combat, or otherwise for protecting the life of another.

- d. Commendation (orange and black ribbon). This may be awarded when members have displayed exceptional intelligence, courage, and ability in effecting arrests, or in preventing a crime or solving a case. It may be awarded for any act of intelligence contributing to a valuable police accomplishment, or for submitting a suggestion or procedure adopted by the Department increasing its efficiency.
- e. Commendatory Letter (personal letter from the Police Commissioner). A letter of appreciation will be directed to members for acts performed which do not merit the aforementioned awards, but for which some form of recognition is appropriate.

CIVILIAN AWARDS

Whenever a civilian renders valuable or courageous assistance to members of the Department, particularly, in cases in which a criminal is seized and detained until arrival of the police, the commanding officer of the district in which such assistance is rendered shall submit a detailed report of such fact to the Deputy Commissioner of Operations Bureau. These cases shall be reviewed by the Meritorious Conduct Board, and, if deemed worthy of commendation and approved by the Police Commissioner, a "Certificate of Honor" shall be awarded the civilian concerned.

The "Certificate of Honor" is a paper scroll on which is inscribed the citizen's name with an appropriate citation rating the service rendered by him as "invaluable", "valuable", or "courageous" or "heroic". Such certificate shall be awarded at a time and place designated by the Police Commissioner.

General Order 69-55
Section V, Subsection D

DALLAS POLICE DEPARTMENT

D. The following are the awards which have been approved for presentation:

1. The Police Medal of Honor - the highest award in the Police Department - to be awarded for heroism above and beyond the call of duty performed at imminent risk of life or serious bodily injury.
2. The Police Cross - to rank in the Department next to the Police Medal of Honor - to be awarded where an officer lost his life in performance of duty under honorable circumstances.
3. The Police Medal for Valor - to rank next to the Police Cross and to be awarded for exceptional bravery performed at imminent risk of life or serious bodily injury.
4. Meritorious Conduct Bar - to rank next in order to the Police Medal for Valor and to be awarded for exceptionally meritorious conduct involving courage which, because of the nature of the act demanding less risk, or involving less danger, does not merit an award of as high an honor as that of the Police Medal for Valor.
5. Police Commendation Bar - to rank next below the Meritorious Conduct Bar and to be given for outstanding work involving either great risk or for an act of such nature as to bring honor and recognition to himself and the Department, and to include an act whereby an officer receives a wound or serious injury which, though received under honorable circumstances in line of duty, does not meet the requirements necessary to gain a higher decoration.
6. The Life Saving Bar - to rank next below the Police Commendation Bar - and to be awarded to an officer for the saving of a human life. It is the intent that this award be given in all cases where an officer saves a life - and it may be given in addition to the awarding of a higher medal where the facts show that the recipient is entitled to both types of award.
7. The Certificate of Merit - for excellence in Police work. Also Bar for uniform.
 - (1) To individual police officers of any rank for the outstanding performance of duties under unusual, complicated or hazardous conditions over any period of time.
 - (2) To any police officer for outstanding contributions to law enforcement in general, and to any police officer in cases where service of such police officer has contributed to a high degree to the success of a difficult police project or job over any period of time.

- (3) To any police officer who does outstanding and superior performance of any police assignment over a period of one year, but this will be awarded only to those whose performance of police duties are clearly exceptional and place them in an outstanding position above other police officers of equal rank.
 - (4) To any police officer for outstanding heroic or meritorious deeds of such a nature that they would not be eligible for a higher award and under no condition will this award be given in conjunction with another higher award for the same service or deeds.
 - (5) The Certificate of Merit may be awarded to any police officer from another law enforcement agency qualifying under the above mentioned conditions if earned while aiding, assisting or working with any officer of the Dallas Police Department.
8. The Certificate of Civic Achievement - to be presented to members of the Department who bring favorable recognition to the Department through their involvement in civic affairs.
9. Safe Driver Award.

EFFECTIVE DATE

April 7, 1970

DEPARTMENT ORDER NO. 29.1

DENVER POLICE DEPARTMENT

SUBJECT: COMMENDATIONS TO POLICE OFFICERS

Effective April 7, 1970 a Commendations Board will determine the class of commendations made to individual officers for outstanding and exceptional performance.

The following award classifications will be used by the Commendations Board:

1. CLASS ONE OFFICER AWARD

This would be issued at Command Officer level and does not require approval at a higher rank. Commendatory Letter (form DPD #139-A 4/70) shall be used in triplicate, original to recipient officer, copy to his Personnel file, and a copy to Commendations Board. This award to be given to officers displaying unusual attention to duty and performance of their assigned functions in an unusually effective manner. MOST awards to officers will in all probability be Class One.

2. CLASS TWO OFFICER AWARD

To be submitted to the Commendations Board if preliminarily approved by the appropriate Division Chief. The Board will then effect proper disposition. Official Commendation (form DPD #139 4/68) should be used. Recommendations should be restricted only to those officers who have performed above and beyond what is normally expected of them. To be eligible, an officer must have accomplished his actions by use of exemplary initiative rather than successfully carrying out an assigned task. The Class Two award should be for outstanding police action rather than unusual attention to duty.

3. CLASS THREE OFFICER AWARD

To be submitted to the Commendations Board under the same procedure, and forms usage, as Class Two. To be awarded only for distinguished service to the community, for extremely meritorious actions of unusual bravery, or where a life has been saved when it has been definitely shown that the officer's exceptional knowledge and behavior was directly responsible.

4. CLASS FOUR AWARDS

To be submitted to the Commendations Board under the same procedure, and forms usage, as Class Two. To be awarded only for the courageous actions of an officer whose life was placed in great peril and danger, or where a deadly weapon was used against him, and due to his perseverance and tenacity, the action reflected great credit to himself and to the Denver Police Department. An appropriate Medal of Honor will be presented to the officer for his award by the Chief of Police.

All letters of compliment and commendation from sources outside of the Denver Police Department are to be sent to the Division Chief of the Investigative Division.

By Order of:

GEORGE L. SEATON
Chief of Police

Distribution: All Command and Supervisory Officers of the
Denver Police Department

OFFICIAL COMMENDATION

178

TO: Office of the Chief of Police

Date _____

FROM: _____
Division - District - Bureau

I wish to commend Officer _____, Serial No. _____,
who is presently assigned to _____
for the following:

- ☐ Outstanding Police Action
- ☐ Unusual Bravery
- ☐ Citizen Praise or Compliment

- ☐ Act Beyond the Call of Duty
- ☐ Unusual Attention to Duty
- ☐ Other Meritorious Act

WHEREAS it is realized that the great bulk of police work is done routinely by good policemen, let it be known that the above-named officer displayed initiative and alertness decidedly in excess of the norm in this particular instance.

Fact Situation: _____

Commending Officer _____

Command Officer's Approval _____

Read and Approved _____
Division Chief

Chief of Police

DISTRIBUTION -

Original to Commended Officer via Commanding Officer
Copy to Commended Officer's Personnel File

(Separate set for each officer mentioned)

- DO NOT FOLD -

Fort Worth Police Department

POLICE DEPARTMENT ORDER 100-69.10

From : Chief of Police
To : Distribution "D"
Subject : AWARDS FOR OUTSTANDING ACTS

1. Purpose: To establish a procedure for awards.
2. Background: The Fort Worth Police Officers Association has proposed an award system which will be administered in the following manner:
3. Action: The following procedure will be adhered to in the selection of recipients of awards for outstanding acts by Fort Worth police officers. There will be a total of seven (7) awards as listed on the attached sheet.

Upon notification by any means of an ACT by an OFFICER that may be selected as "outstanding service," the Chief of Police will originate a written account of the circumstances, all witnesses, and other pertinent information. He will forward this report to the Secretary of the Fort Worth Police Officers Association. This memorandum will be made in triplicate, one copy for the officer involved and one copy to be retained in the office of the Chief of Police.

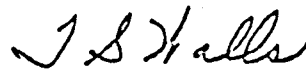
An Awards Selection Board will be formed and will serve for a period of one year. The Chief of Police and the President of the Officers Association will be permanent members and will select five officers from the Association to serve on the Awards Board.

Upon receipt of the memorandum, the Secretary of the Association will present this to the Board which, in turn, will investigate the incident, consider the merit involved, and decide the type of award to be considered. It will be the responsibility of this Board to determine the validity of the award, and at least five (5) members must be present for a decision to be reached. When an officer is voted an AWARD, he will be notified of the Board's action and the presentation will be made by the Chief of Police and the President of the Fort Worth Police Officer's Association at a time and place designated.

The Police Medal of Honor and The Medal for Valor include a bar which the officer may wear on his uniform indicating that he has received the award, a medal which may be worn attached to the bar on special dress occasions, and a certificate for the award. For the Police Cross, a medal is presented to the surviving members of the family when an officer is killed in the line of duty. For the remaining awards, the officer will be given a bar which may be worn on his uniform as well as a certificate. The bar will be worn in the center and $\frac{1}{2}$ " below the top of the right shirt pocket.

All of the above awards will become effective January 1, 1970, with the exception of the Safe Driver Award, which will be retroactive to January 1, 1965.

TSW/gp
Attachment


T. S. WALLS,
Chief of Police

APPENDIX J

PROPOSED AWARDS FOR CITY OF TUCSON POLICE DEPARTMENT

Certificate Of Appreciation

IS PRESENTED TO

FOR OUTSTANDING ASSISTANCE

Given under my hand in the City of Tucson,
Arizona, this _____ day of _____ 19__.

Certificate Of Commendation

IS PRESENTED TO

IN RECOGNITION OF DISTINGUISHED SERVICE

Given under my hand in the City
of Tucson, Arizona, this _____ day
of _____ 19__.

CHIEF OF POLICE

The Medal Of Service

HAS BEEN AWARDED TO

*In recognition of _____ years of honorable
service as a member of the Tucson Police Department.*

Given under my hand in the City
of Tucson, Arizona, this _____ day
of _____ 19____.



HAS BEEN AWARDED TO

FOR SERIOUS PERSONAL INJURY
SUFFERED IN THE LINE OF DUTY.

Given under my hand in the City
of Tucson, Arizona, this _____ day
of _____ 19__.

CHIEF OF POLICE



_____ HAS BEEN AWARDED TO

FOR MERITORIOUS SERVICE

Given under my hand in the City
of Tucson, Arizona, this _____ day
of _____ 19____.

CHIEF OF POLICE

The Medal Of Valor

HAS BEEN AWARDED TO

FOR HEROIC ACTION
ABOVE AND BEYOND THE CALL OF DUTY

*Given under my hand in the City of Tucson, Arizona,
this _____ day of _____ 19__.*

Chief of Police

REFERENCES CITED

- City of Tucson. Tucson Code. January 20, 1965.
- Flagg, Charles D. Diary of an Internship with the Police Department, City of Tucson, State of Arizona. 1967.
- Funk and Wagnalls. Standard College Dictionary. New York: Harcourt, Brace and Word, Inc. 1957
- Germann, A. C., Frank D. Day, and Robert R. J. Gallati. Introduction to Law Enforcement. Springfield: Charles C. Thomas. 1963.
- Hogan, William F. "Police Department Historical Note." (A Tucson Police Academy hand-out).
- Hogan, William F. "William Morgan: First Village Marshal of Tucson." Arizoniana--The Journal of Arizona History, Vol. III, Number 3 (Fall, 1962).
- Hogan, William F. "Adolph George Buttner: Tucson's First Chief of Police." Arizoniana--The Journal of Arizona History, Vol. V, Number 2 (Summer, 1964).
- International City Managers Association. Questions and Answers About the Council-Manager Plan and the City Manager Plan and the City Manager Profession. Chicago: The International City Managers Association. 1965.
- International City Managers Association. Municipal Police Administration. Chicago: The International City Managers Association. 1969.
- Law Enforcement Assistance Administration. U.S. Department of Justice. 1964.
- Scoopmire, Douglas H. An Internship in Public Administration Performed at the City of Tucson Police Department, Tucson, Arizona. 1969.

REFERENCES CITED (Continued)

Tucson Police Manual, Introduction.

Wilson, O. W. Police Administration. New York: McGraw-Hill Book Company. 1963.

UNIVERSITY OF ARIZONA LIBRARY

E9791
Univ. 4.5
P976
L419

*Special
Collections*

BINDING BY

ARIZONA
TRAINING
CENTER FOR THE
HANDICAPPED
TUCSON, ARIZ.