

National Black Police Assoc.--Chicago,  
Illinois

Box 69

ICES

NEWSLETTER

NATIONAL BLACK POLICE ASSOCIATION

Chicago, Illinois

January, 1979

REGION I

The Guardians Association of New York reports that the Law Enforcement Assistance Administration (LEAA), after full investigation, substantiated much of the Guardians' complaint of discrimination in the New York Police Department.

LEAA found discrimination in:

1. Entrance Examinations. (No longer used by NYPD, the list is still used by the Department of Correction.)
2. Assignment and evaluation of female officers.
3. NYPD disciplinary actions against black officers.
4. Issuance of Desk Appearance Tickets to whites while black citizens were arrested.
5. Failure to publicize the Civilian Complaint Review Board.

Guardian president Willie E. Ward adds that the Guardians are concerned about a recently appointed assistant commissioner for equal employment opportunity who lacks "experience and expertise in EEO."

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CORP (Council of Retired Police), a Guardians Association affiliate, held its fifth annual reunion and awards dinner December 6 at Antuns in Queens Village.

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The Batons, Inc., of Newark, N.J., held their 25th Anniversary Scholarship dinner-dance in Union, N.J. in late spring.

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Region I (continued)

Region I Vice Chairman Otha Buffaloe, of the New Haven (Conn.) Silver Shields, is out of the hospital but still recovering from gunshot wounds in the abdomen suffered while pursuing two suspects in mid-September. Cards are welcome addressed to him at P.O. Box 924, New Haven, CT 06504.

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Treasurer Rita Stapleton, of the Batons of Newark, recently became first female captain of corrections in New Jersey.

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Region I will hold its annual conference Friday, Jan. 12 to Sunday, Jan. 14, 1979, at the Granit Hotel and Country Club in Kerhonkson, N.Y. Awards will be given to Person-of-the-Year Ted Meekins of the Bridgeport Guardians, and to the Bronze Shields, Organization of the Year.

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The following have been elected as officers of the Bridgeport, Conn. Guardians: Alerise Best, chairman; George Force, vice chairman; Garthalia Johnson, secretary; Arthur T. Carter, president; Alerise S. Best, vice president; Garthalia Johnson, recording secretary; George L. Force, treasurer; Esther Ramos, financial secretary; and Doris Carr, corresponding secretary. The following were elected as trustees: William Piper (three years), James Giles (two years), and Alvin Rosario (one year). Regional delegates are Alerise Best, George Force, and Tony Simmons.

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Region I (continued)

Region I hosted the June national board meeting at the Americana Hotel in New York. Deputy Mayor Basil Patterson was luncheon speaker, and Police Commissioner Robert McGuire spoke at the reception.

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In July, Sgt. James Hargrove, president of the Grand Council of Guardians, spoke before 500 black men in Crown Heights. At first greeted with cat-calls, Hargrove declared: "I was a black man before I joined the New York City Police Department, and I'm here as a black man this evening. We also endorse your patrol. But before you go out on the street, make sure of some of the expertise they have given us. We know how to patrol your community. We will give you classes. We will train you. We will teach you how to deal with the man, because we know how to deal with the man!" According to a New York Times report, "the applause was thunderous."

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The Guardians' newsletter endorsed a letter William Colon, president of the Hispanic Society, wrote Society members, protesting that "undercover (assignment), as it stands now, is a dead-end for Hispanic officers." Colon urged Hispanics to consult with him before accepting undercover work. The Guardians say the facts and remedy also apply to black officers.

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Region I (continued)

The Guardians' newsletter urged members to study for sergeants' exams. The NYPD runs a career development course at the Police Academy, and John Jay College offers a Promotion and Career Training Program before exams. The college course runs 15 weeks and costs \$135. Guardian President Hargrove urged members to study regularly, not to cram, and to study in the same quiet place every time. After 50 minutes, he advised, "get up, walk around, get the cobwebs out. Be sure, when you are studying, everyone in the family knows that you are not to be interrupted."

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REGION II

In Cleveland last year, the Shield Club joined with the Cleveland Police Patrolmen's Association to defeat the Fraternal Order of Police (FOP), Lodge #8. As a result, the patrolmen's association became the bargaining agent for patrolmen. Later the City of Cleveland entered into a consent decree with the Shield Club in Federal court guaranteeing minority hires of 43 percent for the next eight years. FOP appealed the consent decree. The Shield Club filed suit in 1972.

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Philadelphia's Guardian Civic League, Inc. held its annual achievement awards banquet in late November at the Sheraton Hotel. Honorees were Ethel S. Barnett, State Civil Service Commissioner; News Director Robert Perkins, WDAS Radio; Detective Penelope Brace, the Philadelphia police department's first female detective; and Sgt. John Green, also of the PPD. WDAS news reporter Brahina Ahmaddiya was guest speaker. Guardian Alphonso Deal was chairman.

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On October 6, Guardian President Harold James filed suit in Common Pleas Court for an order to restrain the police department from interrogating Guardian members about their participation in community meetings on the issue of police abuse. The Guardians have 800 members.

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Region II (continued)

Al Deal, a 24-year veteran of the Philadelphia police force, was the storm center last fall of a controversy which probably helped defeat in the November election a proposed charter change to permit the city's racist Mayor Frank Rizzo to remain as Mayor. (There is a two-term limitation.) It began when the police raided the Philadelphia headquarters of the radical MOVE organization. A gun battle ensued and one officer died. Delbert Orr Africa, of MOVE, was arrested and TV news film showed him being beaten by police officers. Deal, off-duty president of the North Philadelphia NAACP, called for the officers to be fired. Mayor Rizzo leaped to their defense, and white officers began harassment of Deal to such an extent that off-duty Guardians shadowed him on his beat for his protection. There were official complaints of cowardice lodged against him, although ten years ago he was given a citation for outstanding work by then police Commissioner Rizzo.

NAACP executive director Benjamin Hooks came to Philadelphia and addressed a rally in his behalf, urging black Philadelphians to vote against the charter change. NBPA's Howard Saffold, of Chicago, was also a featured speaker outlining NBPA's firm position against police brutality. Guardian President Harold James said that less than five percent of the Philadelphia police are abusive, but that small group ruins all police work. The American Civil Liberties Union also rallied behind Deal.

How did the election go? Frank Rizzo lost the charter change, and Philadelphia will soon have a new mayor.

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Region II (continued)

In Washington, D.C., the U.S. Civil Service Commission ordered a black policeman, Oatha Ray Batts, who was fired from the police department in 1973, reinstated with full back pay. Batts received \$16,000 during the long wait, but the city now must pay him \$40,000 additional. The Commission incorporated much of the findings of a city office of human rights 1978 report in its ruling. Batts charged discrimination within the department (now 44 percent black and headed by a black chief). Of 24 officers who complained about Batts' conduct, 22 were white. Of 13 officers dismissed from the force between 1971 and 1975, 12 were black. Recruited in 1970, when the department was seeking more black officers, Batts said he made "it clear" he would not "buckle under" to "oppressive" superiors, would not arrest people just to make a quota. He was once given a beat one block long (reminiscent of the Chicago Police Department ordering NBPA information officer Renault A. Robinson to patrol the alley behind headquarters.) Batts was also ordered to guard a brick wall for eight hours. Finally, he was fired for "inefficiency."

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REGION IV

The St. Louis Ethical Policy Society (SLEPS) hosted the spring meeting of Region IV at the downtown Rodeway Inn. Hubert Williams, director of police in Newark and president of the National Organization of Black Law Enforcement Executives (NOBLE), was chief speaker, and NBPA chairman Howard Saffold also spoke.

Also on St. Louis, the St. Louis Ethical Police Society is now six years old and a chapter, since 1973, of NBPA. The group publishes a newsletter, The Blue Shadow.

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Two Chicago policemen, Virgil Jones and Vaughn Terrell, received awards for outstanding service in early December from the Bell/Oakley/Claremont Community Organization.

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Pontiac, Michigan's Society of Afro-American Police (SAAP) has had a busy fall. It recently hosted the NBPA regional meeting, and in November held its ninth annual awards banquet at the Raleigh House. Abdul Haleem Farrakhan, banquet speaker, told the audience that something is wrong when almost half of Pontiac's population is black but only 22 of 182 policemen are black. SAAP President Nicholas Dinkins was master of ceremonies. SAAP has also begun a newsletter for members.

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Region IV (continued)

Detroit's Guardians of Michigan elected the following officers for 1978-79: Mary Jarrett, president; Titus McClary, 1st vice president; William Parkman, 2nd vice president; Susie Atkinson, recording secretary; Helen Fisher, corresponding secretary; Curtis McGhee, treasurer; Larendeen Smith, financial secretary; Arthur Thomas, sergeant-at-arms; Wadiya Nuala Davis, parliamentarian; and the Rev. James Wadsworth, chaplain. Ms. Jarrett is an inspector in the Detroit Police Department.

A member, William Parkman, was recently promoted to Inspector in the Wayne County Sheriff's Department. A recent Ph.D., Parkman is also a professor at Wayne County Community College.

The Guardians' newsletter published a letter from Wayne County Sheriff, William Lucas, responding to questions about employment of blacks. Lucas stated that there was one black inspector and seven black sergeants, all at county jail, in 1968. Now there are two inspectors, seven lieutenants, eleven sergeants, three detectives, and one detective trainee assigned to all divisions in the department. Where the sheriff has discretionary appointing powers, he said, 30 percent of the officers are black.

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Region IV (continued)

NOBLE (National Organization of Black Law Enforcement Executives) held their second annual national conference in St. Louis in June. Participants were Hubert Williams, president; Bishop Robinson, deputy commissioner, Baltimore; Chief William E. Dye, of the Champaign, Ill. police; Sylvester Winston, captain, Kansas City, Mo. police; and police inspector Atkins Warren, of St. Louis. Williams told the conference that most black policemen grew up in the central cities and can therefore make special contributions to the prevention of urban crime.

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In Springfield, Ill., Springfield Ethical Police Society has been in Federal court trying to end employment discrimination in the Springfield force. In early 1978, SEPS won a restraining order against oral tests for sergeant positions. The order was based on alleged discrimination on a written test which 57 white and 10 black patrolmen took. Forty-five whites and four blacks passed. In 1977, SEPS, headed by Leonard Day, a patrolman, sought to reopen a 1976 suit charging the city and police department with discrimination. Since Mayor William Telford has been in office, the suit charged, four blacks were hired as police officers, compared to some 75 whites. There was never a black female officer and only one black sergeant out of 19. There were also no blacks on the city's Civil Service Commission.

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REGION V

The Board of Directors of NBPA will meet in San Francisco at the San Francisco Hilton January 26-28. Wilbert K. Battle, of Officers for Justice, is making the arrangements for the group.

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NBPA Region V chairman Raymond Brown has written Chief John L. Matteson of the Pacific Grove Police Department, protesting disciplinary action taken against Officer Roger L. Webster. Brown wrote: "It appears that the basic due process procedures have not been afforded to Officer Webster."

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GENERAL NEWS

Police Foundation Says College Training

Wrong Kind for Police

Echoing critics of beefed-up police weaponry and technology of a few years ago, a recent study by the Police Foundation, of Washington, D.C., says recently instituted college courses for police are too technical. The narrowly focused training programs have failed to improve police performance, the study said. Courses on urban planning, family relations and psychology would be more helpful. "Police education appears to support the status quo, teaching what the police do now, instead of inquiring what they could do differently," the report said.

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The Center for Community Change in Washington, D.C. has issued a revised action guide on "General Revenue Sharing: Influencing Local Budgets." The guide said new provisions of the Act have improved its civil rights and anti-bias features. Nondiscrimination protection now covers every program of local government even if only partially funded by GRS. When a local government is charged with discrimination, it must prove that no GRS funds were used in any such manner, by "clear and convincing evidence"). The amendments added age, religion, and handicapped status to the previous grounds of race, color, national origin and sex. The new provisions also speed up the complaint process and provide for suspension of GRS payments until a local government corrects any discriminatory practices the Office of Revenue

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General News (continued)

Sharing has found. Tougher regulations have also been added. The guide is available for \$1.50 by writing the Center, 1000 Wisconsin Avenue, N.W., Washington, D.C. 20007.

Also on revenue sharing, cases of discrimination against police departments charging discrimination in GRS fund use (the strategy first developed by NBPA Information Officer Renault A. Robinson and his lawyers in the Chicago case) are still being filed. W. J. Williams, of Vicksburg Police Department (Mississippi), has one underway since 1974. In mid-November, Treadwell O. Phillips, manager Civil Rights Division, Office of Revenue Sharing, wrote Vicksburg Mayor Travis Vance that the Civil Rights Division had found the city police department denied Williams a promotion because of race. It further found that the city continues "to maintain hiring practices and job assignments that discriminate against blacks as a class..." Williams is to get detective's back pay to 1976, plus 6 percent interest.

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As a courtesy to the Chicago Law Enforcement Study Group, we print the following announcement:

The Chicago Law Enforcement Study Group, a non-profit, community-sponsored, professional research organization, is conducting a major study of the use of deadly force--shootings which wound or kill. We are making a computer analysis of incidents over a four-year period in Chicago in which nearly 600 police officers and civilians shot one another, intentionally or accidentally, on or off duty. Our findings about statutory and departmental deadly force guidelines and about firearms training and maintenance will have significance for the policies and practices of urban police departments throughout the nation. Our

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General News (continued)

funding does not permit us to do a comparative study, but we would welcome any information, especially statistics, that NBPA chapters or members can supply us about the use and abuse of deadly force in cities other than Chicago. Please contact: William A. Geller, Research Director, Chicago Law Enforcement Study Group, 109 N. Dearborn, Suite 303, Chicago, IL 60602.

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In September, two white Louisville (Ky.) police officers filed an appeal with the Kentucky Supreme Court seeking to block promotion of black patrolman David Lyons to sergeant. Lyons and his opponents, Robert K. Hart and Harold L. Mooney, were the top-three scorers on the Louisville civil service written exam. Lyons scored highest but the civil service board ranked the whites higher because of greater seniority. The Hart-Mooney reverse discrimination charges were thrown out by the Jefferson Circuit Court and the Kentucky Court of Appeals.

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A. U.S. Justice Department Task Force on Sex Discrimination recently reported to the White House on a review of 63 Federal agencies. Sex discrimination, while widespread, is slowly diminishing, but it is so prevalent it will take a generation to overcome, the report said. Women comprise 76 percent of those holding the four lowest-paying job categories and less than three percent of the highest-paid jobs. The task force also found sex discrimination in programs of some departments, notably Health, Education and Welfare, especially Social Security.

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General News (continued)

In various cities, the question of police strikes arose recently. In Chicago, the mayor won his effort to avoid a conventional labor contract for police and firemen, thus also avoiding the possibility of strikes by police and firemen. In New York, the Guardians opposed a potential police strike in early summer. In the fall, police in Biloxi, Miss., and in Wichita, Kansas, were out on strike. The authorities in both cities quickly hired replacements. In early December, NBPA's Renault Robinson went to New Orleans to support the local Black Organization of Police who strongly opposed a strike vote taken there. Although New Orleans is 50 percent white and has a new black mayor, 90 percent of the police force is white. NBPA's position is strongly opposed to police unions, collective bargaining, and strikes by police. In a strike, black neighborhoods would be least protected and black people most victimized. For these reasons, NBPA totally opposes police unionization and the potential use of a strike.

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Norval Morris, dean of the University of Chicago Law School, and President Carter's nominee to head LEAA, had Senate confirmation problems last fall. Strongly supported by NBPA for the position, Morris backs handgun control, the elimination of prison terms for pot smokers, and braintrusting the LEAA reorganization. The Senate Judiciary Committee held up the confirmation, but backers hope the President persists.

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General News (continued)

The Philadelphia Inquirer won a Roy W. Howard Public Service Award (Scripps-Howard) for a series exposing abuses of police power one day after the same series won a Pulitzer Prize last spring.

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Chicago Sun-Times columnist Sydney J. Harris highly recommended The Search for Criminal Man, by Ysabel Rennie. The book convinces, Harris wrote, "that we as yet have no easy, or even hard, answers to the problem of criminality in society. We do not know what will work, if anything will; but we do know what has been tried, time and again, and has failed. 'Getting tougher,' without doing anything else, has always defeated its own purpose.

"I recommend this book because today there is an ominous backlash against what is perceived as 'softness' in law enforcement, as a favoring of the offender more than of his victim. But law enforcement and punishment are two quite different things; long terms of deprivation for prisoners only make them more bitter and us more callous, while doing nothing to get to the roots of the social problem..."

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Renault A. Robinson, NBPA founder and information officer, has been informed that he will receive the John D. Rockefeller III Youth Award from the Rockefeller Foundation trustees next April.

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General News (continued)

The award is given for outstanding service and includes a \$10,000 prize.

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The National Black Police Association held its sixth annual convention in Chicago at McCormick Inn, August 21-26. Renault A. Robinson was chairman; the theme was "Crime Control, Criminal Justice and the Quality of Urban Life." Some 1200 persons attended.

Major keynoters included Sen. Charles H. Percy (R., Ill.), and Patrick V. Murphy, President, Police Foundation, Washington, D.C.

Working seminars during the five-day conference dealt with a variety of topics. Moderators and panelists included Cornelius Cooper of LEAA; Professor Arnita Y. Boswell; Judge William Sylvester White; Sister Falak Fattah; Police Chiefs Burtell M. Jefferson and Huber T. Williams. Three black U.S. Representatives: Cardiss Collins (D., Chicago), John Conyers (D., Detroit), and Ralph Metcalfe (D., Chicago), discussed the nation's urban policy.

Law School Dean Norvall Morris and Minister Louis Farrakhan were also featured speakers.

Delegates and families also participated in a variety of cultural and recreational events ranging from the Art Institute's Pompeii A.D. '79 exhibit to tours of local discos.

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EXCESSIVE FORCE

Chicago patrolman Jiles Barksdale recently filed excessive force complaints against two other officers, alleging they struck and choked his son, Warren Parham, near his North Side home. Town Hall District officers J. Antosh and M. Franco disputed the 16-year-old varsity athlete's claims. They said they had stopped the youth and three others in what they termed a high-crime area when they were observed cutting through an alley. They further alleged Parham shoved one officer in the chest. Parham has been charged with battery against a police officer.

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In Houston, Texas, some 500 Hispanics rallied last spring to protest one-year prison terms given three former city policemen convicted of violating the civil rights of a Mexican-American, Joe Campos Torres, who died in their custody. Torres was found floating in a bayou. The Justice Department went to court, saying the sentences were "entirely inappropriate," but lost.

In a later case of excessive force in Houston, Randall Webster, 17, of Shreveport, La., was shot in the back of the head after a chase in 1977. The officer was exonerated by the county grand jury, but in 1978 a civilian witness supporting the policeman recanted and admitted he lied. The case was later further investigated by a federal grand jury. Finally, the police chief fired five policemen and accepted the resignation

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Excessive Force (continued)

of a sixth involved in the cover-up. The action brought to all the number of Houston police fired or resigned in one month, including assistant police chief Carrol M. Lyon, accused of extortion.

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The Tennessee Advisory Committee of the U.S. Civil Rights Commission issued a 129-page report in September saying that "police misconduct is both pervasive and uncontrolled" in Memphis. The Justice Department has prosecuted two policemen for brutality and is investigating 19 others, putting "Memphis right behind Houston and Philadelphia," according to a Chicago Defender editorial. A subcommittee of the UN Human Rights Commission is also investigating Memphis police after three civil rights groups had wearied of waiting for U.S. action.

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In an unusual move, Chicago U.S. Attorney Thomas P. Sullivan, while announcing that no indictments would be brought against seven police officers who shot and killed six civilians, urged the state legislature to change the law to better protect victims of police excessive force. Sullivan said one possibility was deleting burglary as an offense justifying deadly force. Most of the civilian victims were young men, several teenagers. Sullivan called for "vigorous public discussion and consideration" of the Illinois law permitting police to use deadly force

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Excessive Force (continued)

in certain conditions when capturing suspected felons. Citizens Alert, an action group, urging faster action than legislative change, is holding mass meetings.

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In convention (see above), NBPA condemned police excessive force in resolution. "It is widely recognized," the resolution declared, "that brutality is perpetrated most frequently by white police officers against black citizens. However, we are fully aware that black police officers also engage in such abuse of power. We condemn these acts by black officers, just as we condemn brutality on the part of any police officer and pledge to act against it." Brutality, the resolution continued, "poisons" the police-community relationship and police violence begets community violence. Brutality ranges from deadly force to verbal abuse, NBPA said. The resolution also scored television series showing police "constantly engaging in violence." NBPA called for penalties for brutality, black officers in discipline systems, and thorough, outside, independent investigations of citizen complaints. NBPA also seeks Federal law banning excessive force by police.

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RECRUITMENT

Ms. Bonita P. Cox, minority recruitment specialist for the Massachusetts Department of Correction, would welcome any training programs, curricula, films, or other information regarding the training of correctional officers in race relations, human relations, or stress awareness. Her address is: Department of Correction, Commonwealth of Massachusetts, Staff Development Division, Training Academy, P.O. Box 697, Shirley, Mass. 01464.

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Jonnie L. Cassell, EEO Officer for Cedar Rapids, Iowa, announces that they are seeking minority and women police applicants for police work. Applications can be obtained by writing or calling the Cedar Rapids Police Department, 310 - 2nd Ave., S.W., Cedar Rapids, Iowa (319-398-5150), or the EEO Office, Mezzanine Level, City Hall, Cedar Rapids 52401 (319-398-5147). Completed applications and relevant documents must be received by December 21, 1978, at 2 p.m. The written Civil Service exam will be held in Cedar Rapids on January 11, 1979. Applicants must pay travel and lodging expenses. If interested, hurry. Starting salary is \$11,300.

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Marvin W. Dulaney, 27, a black Ph.D. candidate at Ohio State University, is studying the role and history of black law enforcement officers. The 10-city study, funded by LEAA,

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Recruitment (continued)

includes Atlanta, Chicago, Cleveland, Houston, Miami, Los Angeles, and St. Louis. He is to find better ways to recruit and utilize black officers. He found black police were first hired in the 1890s in the North, and in the 1940s in large Southern cities.

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## AAPL/LIC/NBPA

### FORMATION OF THE AFRO-AMERICAN PATROLMEN'S LEAGUE

In the late 1960's Chicago, like many urban centers throughout the nation, faced the growing and vocal discontent of its economically, politically, and socially oppressed minority citizens. It was in this era of increased citizen consciousness about rights and entitlements that the Afro-American Patrolmen's League was born. By 1968, citizen complaints about police abusive conduct and apparent racial discrimination within the Chicago Police Department had reached alarming proportions. Concerned black police officers and citizens came together, that year, to expose problems and inequities, explore solutions and strategies, and to build an advocacy base for reform and accountability in law enforcement. In 1969, a relatively young Afro-American Patrolmen's League was well along in establishing a complaint and referral service as a means of responding to citizen complaints about police misconduct. A volunteer staff of black policemen evaluated complaints, advised citizens of their rights and suggested remedial action.

In 1970, the Afro-American Patrolmen's League accelerated its campaign against racial discrimination in the Chicago Police Department by filing a lawsuit, Robinson vs. Conlisk. The thrust of the lawsuit was, first, against the discriminatory treatment of all black policemen in regards to promotion, assignment and discipline, and second, against the arbitrary and capricious treatment of police officers who were League members. After initiating the lawsuit, the League members focused their attention on discriminatory hiring procedures and filed administrative complaints with LEAA, the Justice Department, and the Office of Revenue Sharing. The purpose of filing these complaints was to illicit the participation of the federal government in investigating discrimination as it pertained to the police department's use of federal funds. The League's lawsuit of 1970, and the Justice Department's lawsuit of 1973 were consolidated and brought before U.S. District Court Judge Prentice Marshall.

### FORMATION OF THE LEAGUE TO IMPROVE THE COMMUNITY

Although the Afro-American Patrolmen's League has often been in an adversary position with the police department, it has brought about significant reform in a vital city institution; it helped to alleviate pervasive hostility and distrust between the police and the black community. Concerned that their departmental reform and litigation efforts would deflect too much energy from initiatives in community involvement and crime prevention education, the Afro-American Patrolmen's League (in 1970) spawned a citizen education/action arm -- The League to Improve the Community (LIC). This organization is non-profit, tax exempt, with its own board, officers and staff, and operates as a totally separate (community-based and controlled) entity.

LIC assumed responsibility for management and operation of the Afro-American Patrolmen's League's original citizen complaint and referral service. Members of the LIC Board consists of Chicago area church leaders, representatives from numerous Southside Chicago community organizations and tenant groups, lawyers, locally and nationally recognized media personalities who are actively concerned about crime in minority communities, and local criminal justice reform activists.

#### FORMATION OF THE NATIONAL BLACK POLICE ASSOCIATION

In addition to its local reform and community education activities, the Afro-American Patrolmen's League joined with similar groups across the country in founding the National Black Police Association (NBPA). Established in 1972, the Association was formed to improve relationships between police departments as institutions and the black community, and to eliminate corruption, brutality and racial discrimination in departments. NBPA has 64 member associations in 22 states.

#### ACTIVITIES

##### Afro-American Patrolmen's League/League to Improve the Community

- A. Police Employment Practices Litigation. The League plays an extremely active role as lead plaintiff in the federal court police employment litigation. Current activities in that respect include:
1. Final judgments are being formulated in the District Court on claims which Judge Marshall has just ruled for the League in principle: harassment of the AAPL by the Police Department, and individual's damage claims for discrimination.
  2. Issues just resolved by the Supreme Court in favor of the League must now be implemented in the District Court: orders invalidating the 1974 Sergeants' examination, and imposing a 60-40 promotion ratio for new sergeants.
  3. Monitoring, enforcement, and continuing litigation of the basic patrolmen's hiring issues which have been partially resolved in the District Court:
    - a) Monitoring and enforcement of the City's compliance with respect to the first group of new patrolmen, a process which will not be completed until that group finishes their probationary one-year period.
    - b) Continuing litigation regarding validity of the new patrolmen's examination, which is in the first year of a three-year process.
    - c) Continuing litigation over the composition of the second group of new patrolmen, since the City artificially constructed the first group to achieve a 38% Black proportion and the remaining candidates include a much lower Black percentage.
    - d) Continuing litigation with respect to the validity of the sergeants' examination.

NOTE: Although the League has prevailed on all of the basic issues in the lawsuit, following through to implement those victories continues to be a very time-consuming process. In all of the above issues, the AAPL plays a unique role as lead plaintiff. Often in public interest litigation the plaintiff's role is nominal and the lawyers control the case. In this case, the AAPL is deeply and continuously involved in the analytical and decision-making activity in the litigation.

B. Relationships with new black patrol officers and sergeants. As a product of success in the employment discrimination litigation, many black officers are being promoted to sergeant. It is vitally important that these officers receive support in performing well in their new jobs and overcoming the many difficulties they are encountering.

1. Relationships with Individual New Patrol Officers and Sergeants:

a) Individually counseling new officers at the League office on their duties, their working conditions, and survival in the Chicago Police Department.

b) Receiving and responding to the particular problems and complaints of new officers (relationships with superiors, disciplinary complaints, Training Academy problems of new recruits, etc.).

c) Visits to police district stations to talk with new black officers, observe problems and assist in their resolution.

d) Providing legal counsel and sometimes legal representation (by the League's staff General Counsel) on disciplinary problems, discharges of probationary officers, and issues such as the scope of authority of new sergeants.

e) Intervention with supervisory personnel, including district commanders and command personnel at Police Headquarters on problems effecting individual new black officers.

2. Relationships with New Black Officers on a Group Basis:

a) In order to address on a collective basis the problems encountered by new black officers, the League has undertaken a series of seminars in which League personnel and Police Department personnel participate. Although there have been some problems in securing the cooperation of the Superintendent's Office it is hoped that these problems may now be resolved.

b) From the seminars and from the interaction with individual officers described above, the League will feed-back its perceptions and recommendations to the Police Department training program, so that existing problems may be addressed institutionally. The Superintendent has agreed to meet with the League for this purpose and respond to its feedback.

C. Relationships with Present AAPL Membership and Black Police Officers.

Prior to the influx of black officers caused by the successful litigation, there were already more than 2,000 black officers in the Department, many of whom are AAPL members. The League provides services to them which are similar in many respects to the services described above to new officers; however, the emphasis is naturally less on the entry problems of a new job and more on the harassment which AAPL members incur for their advocacy of police reform.

a) Providing practical and legal counsel to policemen on problems relating

to the scope of their authority and the performance of their police duties .

b) Providing practical and legal counsel on disciplinary complaints, particularly in proceedings of the Internal Affairs Division, Complaint Review Panel, and the Police Board.

c) Receiving and responding to AAPL members' complaints of harassment directed against them by supervisors or commanders (these being problems such as transfers or undesirable assignments where the harassment does not reach the level of disciplinary complaints).

d) Making visits to police district stations to meet with the men, gather data, and respond to problems.

e) Supporting black police who intervene in police-citizen situations to halt the mistreatment of citizens. There are several of these cases each year, which are especially significant because corrective action by other police officers is one of the best potential solutions to abusive police conduct.

f) Monitoring all activities and directives of the Police Department with respect to personnel administration, and counseling and advising black officers on how they are affected by these developments. This also sometimes involves lobbying for particular reforms in personnel administration.

D. AAPL - LIC involvement in general police reform issues. The League, from its inception in 1968, has played a role in promoting police reform that is unique for a police organization. The League has taken a leadership role in Chicago not only in pursuing issues internal to the Department such as the discrimination and other personnel issues discussed above, but on issues that effect the overall performance, integrity and efficiency of policing in Chicago. The League is uniquely suited for this role by virtue of its personal understanding of law enforcement issues and its ability to generate information unavailable to civilians and to speak on law enforcement issues with an authority civilians cannot match. Among the issues on which the League is currently active as a watch-dog, an advocate, and an information resource are:

1. Police brutality. Having been instrumental in bringing about the 1973-74 reforms, including the creation of the Office of Professional Standards and the recognition by the Department of abusive police conduct as a major policy issue, the League continues to be active in responding to citizen complaints, evaluating the performance of police officials, and demonstrating that a police organization can effectively bridge the gap to advocacy and representation of civilians' rights at the hands of the police.

2. Police Spying. The League's employment law suit, which also included a claim of Intelligence Division harassment and spying, produced the first extensive documentation of the nature and scope of political spying by the Chicago Police. The League to Improve the Community continues to be involved as plaintiff in the federal court class action litigation challenging such political spying.

3. Crime control policy. The League serves as a principal analyst, resource and advocate on such basic issues of law enforcement policy as:

- a) Patrol policy and related issues of the deployment of police resources;
- b) Victimless crime;
- c) Personnel issues related to the over-all quality of police personnel, e.g., educational requirements and the availability of lateral entry into police management positions.

4. Political patronage in police operations. Political domination of the Police Department is a consistent target of the League's activities including the negative effects of political influence with respect to both personnel decisions and the allocation of police services.

5. Training. The League is a consistent advocate of improved training programs for policemen, both at the level of the Police Academy and the day-to-day training of personnel in the field.

6. Rules and regulations. The League serves as an analyst and commentator on police regulations and command policies on a wide variety of subject matters, e.g., regulations governing the use of fire arms by police.

7. Response to particular issues. Often the performance of the Police Department has a major impact on the course and resolution of significant social problems. A recent example is the voluntary school busing program, in which police policy and activities had a significant effect on the outcome of the program both at the school sites themselves and with respect to the harassment of black citizens working or traveling in the Southwest Side neighborhoods where feelings were running high over school busing. As always, the League is called on in these situations to articulate for the public appropriate courses of police action and to perceive, communicate and organize against improper police activity or failures of police performance.

E. Police-Community relations. An area of League activity that also involves interaction with the community is the promotion of good police-community relations through public education about the role of the police and how citizen groups can secure the best police service. All of the following issues are addressed by the League through appearances before community and church groups, appearances on the broadcast media, and responding to inquiries from individuals citizens and organizations:

1. Counseling groups on how to develop working relationships with their local police officers and District command personnel.
2. Educating the public about Police Department personnel, structure, and duties.
3. Encouraging citizen participation in neighborhood crime control programs and other crime prevention activities.

An example will relieve the generality of the foregoing:

Individuals or community groups often approach the League with a particular problem of police service in their neighborhood. They are not familiar with either police policy or the responsibility or authority of various police officials. The League, from its base of experience and knowledge, can and does offer advice and often becomes involved in helping the person or group seek a resolution of the problem. Recently, in the wake of the school busing controversy on the Southwest Side, black citizens working in that area were repeatedly beaten and harassed by groups of aroused whites. The League received many complaints and appeals for assistance from those persons and their families, and spent many hours assisting those persons in seeking to secure a police response to the situation so that the personal safety of those black citizens would be protected.

F. AAPL - LIC's local role in the National Black Police Association. As one of the local police organizations holding membership in the NBPA, the Chicago League is involved in:

1. Providing office space for the National Headquarters, basic staff service for the maintenance of the NBPA organization, and the communications and coordination functions that a national office typically performs for a national organization with over 60 local chapters.
2. Implementing NBPA policy on a variety of issues through the League's local programs and activities.
3. Assisting other local black police organizations around the country in seeking to replicate the AAPL-LIC experience and success in Chicago, on the full range of issues that the League has addressed locally. This involves many trips to other cities to advise and counsel the local police organizations there, on all aspects of organizing and operations: building membership, fund raising, community contacts, litigation, public advocacy, and the struggle for recognition and acceptance on the part of local police executives.
4. Responding with advice and counsel to the crises that develop for local police organizations in other cities.
5. Participation in regional and national NBPA meetings and conventions.

This work, which AAPL-LIC views as local chapter activity as distinguished from its staff and leadership role in NBPA as a national organization, involves perhaps 30-50 trips a year to other cities to work with the local black police organizations there. Both the time commitment and the travel expense are substantial.

National Black Police Association

1. NBPA annual convention and regional meetings. All aspects of program and logistics for regional NBPA meetings, annual conventions, and interim meetings of the NBPA executive board are handled through the national office

by or under the supervision of the National Information Officer.

2. Counseling local chapters. The national staff provides advice and counsel to the more than 60 local black police organizations who are NBPA members, with respect to a widely varied set of issues. These issues involve both organizational matters such as membership, fund raising, and relationships with the local Police Department, as well as the positions and activities of the local chapters on issues of police performance and reform, such as employment discrimination, police brutality, crime control policy, police-community relations, and police personnel administration.
3. Employment litigation. NBPA national staff advises local chapters and coordinates their activities with respect to employment discrimination litigation which is being carried on by most of the NBPA chapters. In addition, the national organization litigates certain issues at a national level, such as the lawsuit attacking LEAA's failure to take administrative enforcement action against police departments in response to complaints or in response to findings of discrimination made in other forums such as the courts. NBPA was represented in that lawsuit by attorneys from the staff of the national ACLU.
4. Relationships with federal agencies. NBPA maintains active relationships with all of the federal agencies having responsibilities in the area of public employment discrimination policy and enforcement. These include the Law Enforcement Assistance Administration, the Office of Revenue Sharing, and the Employment Section of the Justice Department. These relationships, carried on by the NBPA national staff, involve dealing with the agencies concerning a range of policy issues and individual enforcement actions or complaints.
5. Crime Control policy. NBPA, through its national staff, works with many public and private agencies to define and advocate policies concerning the law enforcement profession and the crime control activities of the police that will lead to the best police service for all citizens.
6. Congressional Relations. NBPA maintains, through its national staff, extensive relationships with members and committees of congress and their staffs, concerning both public employment discrimination policy and law enforcement policy.
7. Black police leadership. NBPA is involved in a continuous consultative and supportive process among the growing body of black police executives around the country and other leaders in black police activities. This process involves both defining and promoting the role and goals of black police officers, and assisting those black police executives in addressing the unique problems that confront a black administrator of a city police department.
8. Justice Department relationships. With the change of administrations in Washington, NBPA has formed a new and active relationship with the leadership of the U.S. Justice Department. This involves working closely with Justice in

the following respects:

- a) A personal consultative relationship with Attorney General Bell, the Deputy and Assistant Attorneys General, and other top staff regarding all Justice Department operations. This relationship extends to the law enforcement activities of the Justice Department as well as its personnel decisions and grant-making decisions.
- b) NBPA acts as a watch-dog on the performance and policy of the Law Enforcement Assistance Administration, including its activities with respect to employment discrimination in law enforcement agencies, its grant-making policy, and the structural issues raised with respect to LEAA reorganization.
- c) NBPA serves as an advocate and resource for the Justice Department with respect to minority involvement in criminal justice at the federal and local levels. This involves representing the interests of both minority police officers and law enforcement administrators, and minority citizen groups whose participation in law enforcement activity is so essential to successful crime control.
- d) As an element of its relationship with the Justice Department, NBPA has been pledged the opportunity to review and comment on all major policy changes within the Justice Department.



pending before Office of Civ Rts LEAA  
/ Leon Taylor

NATIONAL BLACK POLICE ASSOCIATION'S  
PROPOSAL TO SURVEY THE PERCEPTIVES  
AND EXPERIENCES OF BLACK POLICE OFFICERS

Submitted by:

National Black Police  
Association

## I. INTRODUCTION

Over the past decade a number of government agencies and privately and publicly funded public interest research organizations have looked into problems relating to policing urban neighborhoods.

At a time during which this evaluation of urban policing has been taking place, the Federal government has been engaged in an effort to increase the representation of minorities and women in the work forces of police departments. The first key movement in this direction was signaled by the 1968 Amendments to the 1964 Civil Rights Act, when the Congress expanded the legislation to cover State and local government agencies. This movement has been supported by the massive effort of the Justice Department's Civil Rights Division to seek legal remedies against State and local government agencies to force them to hire minorities and women at a greater rate. Corresponding efforts have been provided by private and public interest law organizations, such as the Lawyers' Committee and the NAACP's Legal Defense Fund. Many government agencies, which give substantial Federal funds to State and local public agencies, have also adopted regulations which require that such funds be accompanied by efforts to assure that discriminatory employment practices are eliminated. For example, current LEAA legislation requires that agency to handle employment discrimination complaints in an expeditious manner.

We, therefore, currently have a climate where there is a substantial public agency and private effort to improve the quality of policing and to increase the representation of minorities and

women in police work forces. Although, such a climate does exist there has been, however, no effort to look into the problems the Black officer has when he or she becomes a member of an urban police agency. There, also, have not, as of yet, been any efforts to solicit from the Black officer his or her experiences regarding the effectiveness of the urban police department in servicing minority communities. This is particularly unfortunate since there is a growing disenchantment and outrage on the part of minorities over the quality of police services within their community.

If such oversights are to be corrected, and the question of urban policing within minority communities effectively addressed, a number of issues concerning the Black officer in the policing process must be carefully and thoroughly studied and analyzed.

They are:

1. Problems faced by Black police officers in their interaction with minority communities -- (a) the Black community's opinion of the Black officers' effectiveness; (b) unique pressures on Black officers because of their role as representatives of law and order in economically depressed minority neighborhoods; (c) conditions of stress experienced by Black police officers in their interpersonal relationships with family, friends, and neighbors due to these individuals' perceptions of the role of police officers; and (d) stress placed on Black police officers because of over enforcement or under enforcement of the law in minority communities.
2. The Black officers' ability to affect police department police formulation -- (a) what are the attitudes of the Black supervisor; and (b) what are the attitudes of the Black patrolman.

3. The Black police officers' perspective to their employment and barriers to their employment -- (a) the Black community's opinion of the Black officers' effectiveness; (b) unique pressures on Black officers because of their role as representatives of law and order in economically depressed minority neighborhoods; (c) conditions of stress experienced by Black police officers in their interpersonal relationships with family, friends, and neighbors due to these individuals' perceptions of the role of police officers; and (d) stress placed on Black police officers because of over enforcement or under enforcement of the law in minority communities.
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3. The Black police officers' perspective on barriers to their employment and retention in urban police departments -- (a) disciplinary practices and the Black officer; (b) assignment practices; and (c) the Black officer's perceptions of barriers to their promotion.
4. The Black officers' perception of the effectiveness of urban policing agencies in providing services to minority communities.
5. The Black officers' experiences regarding firearms policies of police departments -- (a) can such policies significantly limit the use of firearms by police officers without endangering the police officer; (b) are firearms policies directly related to the use of deadly force in minority communities; (c) does the tightening of firearms policies help to raise the image of police in minority communities; and (d) can police firearms policies effect liability insurance rates for cities and counties.

In order to obtain greater insight into these vital issues, the National Black Police Association proposes the creation of a research project which will yield empirical information on the attitudes and perceptions of Black police officers regarding the responsiveness of urban police departments, to them and minority communities.

In November of 1972, the National Black Police Association was chartered as a not-for-profit corporation in the State of Illinois. At that time there were eleven Black Police Associations which made up the NBPA. The cities involved were: New York, New York; Newark, New Jersey; Pittsburgh, Pennsylvania; Philadelphia, Pennsylvania; Denver, Colorado; New Orleans, Louisiana; Detroit, Michigan; and Chicago, Illinois.

The NBPA currently has 64 member associations in 32 states representing 50 major metropolitan areas. Individual members (members within member associations) total 20,000.

The National Black Police Association was established:

- to improve the relationship between Police Departments as institutions and the Black community;
- to evaluate the effects of the policies and programs within the criminal justice system of the Black community;
- to establish a free and rapid flow of information through a national communications network;
- to increase and enhance Black police performance through shared experiences and education;
- to act as a mechanism to recruit minority police officers on a national scale; and
- to work toward a police reform in order to eliminate police corruption, brutality and racial discrimination.

The National Black Police Association has established five regions throughout the United States. This structure of regional breakdown provides the NBPA with organizational interrelation. Each region elects one regional chairman for four regional delegates and each region appoints a regional treasurer and a regional information officer. These elected and appointed officers represent all of the associations in their respective regions.

The organization is governed by a National Board of Directors consists of the five and twenty regional delegates.

II. REVIEW OF LITERATURE

To date there have been only a few empirical studies of Black police officers and none of these studies have taken into account the opinions of Black police officers, political administrators, political officers who are concerned with the community.

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## II. REVIEW OF LITERATURE

To date there have been only a few empirical studies on Black police officers and none of these has been a nationwide study. These men and women's opinions should be a very valuable aid to police administrators, political leaders and other public policy makers who are concerned with making law enforcement services meet the needs of all communities and neighborhoods.

As one writer has noted:

"The scarcity of empirical data on black police officers is not only a serious deterrent to effective law enforcement but also to the recruitment and retention of blacks for job opportunities and/or careers in police work." (Eugene Beard, *The Black Police in Washington, D.C.*).

In the book Black in Blue, Nicholas Alex interviewed 41 Black officers of the New York City Police Department to gain their ideas on subjects such as their opinions of their white fellow officers, their relationship with Blacks not within the criminal justice system, their perceptions of discrimination within the New York City department and the image of their police department.

Black in Blue gives many valuable perceptions of 41 Black officers of the New York City department. This study found a great degree of friction and mistrust between Black officers and White officers, with Black officers also expressing the opinion

that there are systemic problems of discrimination against Blacks in the department.

Between 1974 and 1976 Eugene Beard, with the assistance of the D.C. Metropolitan Police Department (MPD), surveyed 90% of the Black officers within that department and found a degree of distrust on the part of the Black officers towards their White colleagues. This study also found that a majority of the Black officers thought that their police department did not look out for the needs of the poor as well as it does the needs of the wealthy. Ninety-one (91) percent of the males and seventy-eight (78) percent of the female officers felt that the department discriminated against Black officers and that White officers received preferential treatment in assignments and job ratings. (Eugene Beard, *The Black Police in Washington, D.C.*).

In his book Blue Coats: Black Skin, James I. Alexander looks at the history and experience of Blacks in the New York City Police Department. (Exposition Press, Hicksville, N.Y., 1978). Black representation on this department is traced from 1891 to 1977. There are some perceptions of Black officers reported but the principal purpose of this study seems to be a historical outline of Black employment within the New York City department and the types of social and employment struggles against discrimination faced by these five generations of Blacks.

In a book titled Minorities and the Police, the authors, David H. Bayley and Harold Mendelson, "explore the texture of

relations" between police and minority communities. As in the Press, New York, 1969, p. iii). As in the Minorities and the Police only surveys of this study examines the relationship of police officers to minorities and minor police officers to minorities the perceptions of little time exploring the perceptions of None of the cited studies engages perceptions of Black officers, as the Furthermore, the two-stage research into general

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None of the cited studies engages in a nationwide survey of perceptions of Black officers, as the NBPA proposes to undertake. Furthermore, the two-stage research approach proposed by the NBPA study will not only look into general perceptions of Black officers about their police department and its impact on them and minority communities, but the survey will also seek to develop recommendations for changes by departments. The study will look into very specific practices which may negatively impact on the Black officer.

All the NBPA's sixty-four chapters will participate in this study, giving nationwide implication to the results obtained. This aspect of the study should make it particularly valuable to Federal agencies which must deal with the issue of police-minority employment and service delivery from a national perspective.

### III. METHODOLOGY

The analysis of the research issues discussed in the previous section will be accomplished through: (1) development of a national survey instrument; (2) implementation of a national survey;



(3) conduct of a special emphasis study; and (4) production of a final product.

A. National Survey Instrument

Development of a national survey instrument, which will be used in the conduct of the research for this project, will occur in several phases.

The first phase will involve the conduct of a general needs assessment and problem identification process through the administration of a pre-survey questionnaire. This questionnaire will be directed towards executive officers of NBPA chapters in 10-15 cities. The purpose of this process is to obtain data which will be utilized in prioritizing those research issues which will be covered by the survey instrument.

During the second phase an advisory panel of experts will be assembled to provide technical input in the development of the survey instrument and research design. It is anticipated that eight (8) to ten (10) persons will be invited to participate on the advisory panel. Those persons will collectively bring to the project information, skills, and resources in the following areas: police administration; criminal justice research; planning and evaluation; community organization and development; and civil rights law.

The panel will be convened four times during the life of the project. The objective of its first two meetings will

be to develop and refine the survey instrument  
the first meeting the panel will analyze the  
from the administration of the pre-survey instrument  
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be to develop and refine the survey instrument. During the first meeting the panel will analyze the data gleaned from the administration of the pre-survey instrument and determine the design and composition of the national survey instrument. The second meeting will be aimed at reviewing the final design of the survey instrument for the purpose of making any necessary revisions.

B. Implementation of National Survey

The survey instrument will be administered to 1500 NBPA members living in 32 states and representing 50 major metropolitan areas. It will be a self-administered instrument, which will be mailed to participating members. The 1500 participating members will be selected randomly from a universe of a possible 20,000 samples.

Two months following the administration of the survey instrument, the advisory panel will be convened for a third time. The purpose of this meeting will be to analyze and evaluate data gathered from the respondents to the instrument. The panel will also at this time develop the design of the interview and self-administered survey instruments which will be used during the implementation of the special emphasis study.

C. Special Emphasis Study

The project staff will select ten (10) to fifteen (15) cities in which to conduct a special emphasis study. The

purpose of this study is to obtain more detailed perceptions of minority officers regarding the research issues previously discussed. Whereas, the instrument utilized in the general survey will solicit multiple-choice responses from those individuals sampled, the instrument utilized for the special emphasis study will require detail narrative responses. Respondents in the special emphasis study will also be requested to recommend corrective actions which should be taken to resolve problems and/or meet needs which they identify.

Unlike the general national survey, the special emphasis sampling pool will not be limited to NBPA members, but will include other minority officers. It is anticipated that twenty-five (25) to fifty (50) officers will be sampled per site.

During the study on-site interviews of sampled officers will be conducted by NBPA members. One NBPA member from each of the selected sites will be trained by project staff to conduct these interviews and also to administer the survey instrument.

The advisory panel will be convened for a fourth time after the project's staff has retrieved all data from the field. The panel will analyze and evaluate this information and recommend content areas which should be included in the project's report on its research findings.

D. Final Product

A two-part report on research and project recommendations will be prepared by the staff input from the advisory panel. This report is the final product of the project and shall not be limited, to the following: (1) an analysis of the general survey; (2) an analysis

study is to obtain more detailed perceptions of officers regarding the research issues. Whereas, the instrument utilized in this study will require detail narrative responses sampled, the instrument utilized for students in the special emphasis study will be to recommend corrective actions which will resolve problems and/or meet needs which

D. Final Product

A two-part report on research and project conclusions and recommendations will be prepared by the staff with substantial input from the advisory panel. This report will constitute the final product of the project and shall include, but will not be limited, to the following: (1) an analysis of the results of the general survey; (2) an analysis of the data gathered from the special emphasis study; and (3) project conclusions and recommendations.

E. Workplan

Implementation of the project will occur in several phases: (1) the start-up phase, which will require 4 to 6 weeks; (2) the general survey phase, which will be conducted over a 4 to 5 month period; (3) the special emphasis study phase, which will be completed within 3 to 4 months; and (4) the wrap-up phase, which will demand approximately 2 months.

During the start-up phase project staff and advisory panel members will be selected. The pre-survey questionnaire will be prepared and mailed to the leaders of NBPA member organizations in order to better define the research issues which will be studied by the project. It is anticipated that responses to the questionnaire will be received by the project staff within four to six weeks after it has been distributed.

Several major tasks will be accomplished during the

general survey phase: (a) the pre-survey findings will be compiled and prepared for study by the advisory panel; (b) the advisory panel will convene its first two meetings; (c) the general national survey instrument will be developed and administered; (d) findings from the general survey will be compiled, analyzed and evaluated; (e) planning for the implementation of the special emphasis study phase will be undertaken; and (f) sites to participate in the special emphasis study will be identified, and NBPA membership within the targeted areas will be contacted.

Key activities to occur during the special emphasis phase of the project will include: (a) training of those persons selected to serve as research interviews will be initiated; (b) the various research instruments and procedures to be utilized during this phase will be finalized and developed; (c) interviews and self-administered surveys of the selected participants will commence; (d) the advisory panel will meet for a third time; and (e) planning of the final project will take place.

It will be during the last phase of development that the project's research report will be written, edited, and published. During this last 30 days of the project, NBPA will deliver three (3) photo ready copies of the final product to the government project monitor.

F. Cooperation With Other Agencies And (

Throughout the conduct of this project to coordinate its research efforts with the Urban League, the Police Foundation, and the National Association of Black Law Enforcement Executives,

IV. PROJECT ORGANIZATION AND STAFFING

The project's staff will include a Project Researcher/Writer, an Administrative Assistant.

y phase: (a) the pre-survey findings will be prepared for study by the advisory panel; (b) panel will convene its first two meetings; (c) national survey instrument will be developed; (d) findings from the general survey will be analyzed and evaluated; (e) planning for the special emphasis study phase will be prepared to participate in the special em-

F. Cooperation With Other Agencies And Organizations

Throughout the conduct of this project, NBPA will seek to coordinate its research efforts with those of the National Urban League, the Police Foundation, and the National Organization of Black Law Enforcement Executives, whenever appropriate.

IV. PROJECT ORGANIZATION AND STAFFING

The project's staff will include a Project Director, a Researcher/Writer, an Administrative Assistant, and a Secretary. This staff will be supported by the advisory panel of experts described in a previous section and by a limited number of consultants in highly specialized fields, such as computer programming.

The Project Director will be responsible for the overall management and administration of the project. He also will be responsible for recruiting and selecting those individuals who will participate on the project's advisory panel. Finally, he shall assist the Researcher/Writer in the development of the project's research design, and in the production of the research report.

The Researcher/Writer will be responsible for coordinating and designing the research effort. This includes all instruments and procedures utilized in the research, and the analysis and evaluation of all data and information resulting from the project's research. The Researcher/Writer will also be responsible for producing the final report. Finally, this staff member will train NBPA members serving as interviewers in the special emphasis

study.

The Administrative Assistant will be responsible for the overall management of the project's office. She will maintain time and attendance records for the project and serve as its book-keeper. In addition, she will be required to provide secretarial and clerical support to the project.

The Secretary will be a part-time staff member. She will be responsible for assisting the Administrative Assistant in providing secretarial and clerical support to the project.

NATIONAL BLACK POLICE ASSOCIATION

BUDGET

	<u>ANNUAL SALARY</u>	<u>% OF SALARY</u>	<u>TOTAL REQUESTED</u>
<u>A. PERSONNEL</u>			
<u>Project Director</u> Responsible for overall management and administration of project.	\$ 30,000	67%	\$ 20,100
<u>Researcher/Writer</u> Responsible for coordination and design of research effort; responsible for production and editing of final product (project report).	\$ 25,000	100%	\$ 25,000
<u>Administrative Assistant</u> Responsible for overall management of project's office and book-keeping.	\$ 15,000	100%	\$ 15,000
<u>Secretary</u> Responsible for assisting administrative assistant in meeting the typing and other clerical needs of project.	\$ 13,000	50%	\$ 6,500
TOTAL PERSONNEL			<u>\$ 66,600</u>
 <u>B. BENEFITS</u>			
FICA, Unemployment Compensation, Workman's Compensation, and Hospitalization have been computed at 16% of the Total Personnel			<u>\$ 10,543</u>
 <u>C. TRAVEL</u>			
1. Local Computed on the projected weekly mileage to be travelled by staff in the commission of their duties. (80 miles/week x 17¢/mile x 50 weeks x 2 staff)			\$ 1,360



(TRAVEL CONTINUED)

2. Out-of-Town  
(a) Per diem (Advisory Panel)  
Computed at an average rate of \$39/day, average of regular per diem rates and those of high rate cities. The panel will meet 4 times during the life of the project to conduct activities detailed in the proposal. Each meeting will last an average of 3 days. Five (5) panel members will be required to travel to attend meetings. The formula for computation, therefore, is as follows: \$39/day x 3 days x 5 members x 4 trips = \$2,340

(b) Per Diem (Staff)  
Computed at an average rate of \$39/day, average of regular per diem rates and those of high rate cities. The project director and the researcher writer will be required to make 33 round trips to the 64 research sites during the life of the project in order to train those persons who will be serving as research aides during the special emphasis study, as well as to conduct on-site monitoring of the research effort and to collect site data. It is anticipated that the average duration of each trip will be four days. The formula for computation, therefore, is as follows: \$39/day x 4 days x 2 staff x 33 trips = \$10,296

(c) Portal to Portal Transportation (Advisory Panel)  
Computation is based on the average cost of round trip transportation via common carrier/coach for 5 panel members. The formula of computation, therefore, is as follows: \$275/trip x 4 trips x 5 panel members = \$5,500

TOTAL  
REQUESTED

\$ 44,086

(TRAVEL CONTINUED)

(d) Portal to Portal Transportation (Staff)  
Computation is based on the average cost of round trip transportation via common carrier/coach for the project director and researcher/writer. The formula for computation, therefore, is as follows:  
\$275/trip x 33 trips x 2 staff  
= \$18,150

TOTAL  
REQUESTED  
\$ 44,086

(TRAVEL CONTINUED)

TOTAL  
REQUESTED

(d) Portal to Portal Transportation (Staff)

Computation is based on the average cost of round trip transportation via common carrier/coach for the project director and researcher/writer. The formula for computation, therefore, is as follows:  
\$275/trip x 33 trips x 2 staff  
= \$18,150

(e) Ground Transportation (Advisory Panel)

Computation is based on the average cost of ground transportation, estimated at \$20/day, of 5 panel members during the duration of their stay at the meeting site. As stated previously, there will be 4 meetings having an average duration of 3 days. The formula for computation, therefore, is as follows:  
\$20/day x 3 days x 5 panel members x 4 trips = \$1,200

(f) Ground Transportation (Staff)

Computation is based on average cost of car rental - estimated at \$25/day, including mileage - by the project director and research/writer for the purpose of local travel during site visits. As previously stated, it is anticipated that 33 on-site visits will be required during the life of the project. The average duration of each visit will be approximately 4 days. The formula for computation, therefore, is as follows: \$25/day x 4 days x 2 staff x 33 trips = \$6,600

TOTAL TRAVEL

\$ 45,446

(EQUIPMENT CONTINUED)  
 Three (3) book cases (used)  
 \$40/case  
 One (1) coat rack (used)  
 One (1) office couch (used)  
 Four (4) office chairs (used)  
 \$35/chair  
 Office lamps (used)

	<u>TOTAL REQUESTED</u>
D. <u>EQUIPMENT</u>	
Two (2) typewriters (Rental of one (1) memory type- writer will be required because of the high volume of duplicative typing - \$230/month including maintenance; purchase of one (1) standard electric typewriter - \$636/year including maintenance)	\$ 3,396
One (1) adding machine (purchase) Required for bookkeeping needs of the project	\$ 129
One (1) copying machine (rental) Rental of a quality copying machine is dictated by the pro- jected high duplicating and printing needs of the project - \$600/month x 12 months	\$ 7,200
Two (2) tape recorders One (1) purchased at \$175 and another purchased at \$60. The first recorder can also be used as a dictaphone. These instruments will be required for the re- serach needs (interviewing) of the project.	\$ 235
One (1) secretarial desk (used)	\$ 150
Three (3) regular desks (used) \$75/desk	\$ 225
One (1) secretarial chair (used)	\$ 50
Three (3) regular desk chairs (used) \$35/chair	\$ 105
One (1) conference table (used)	\$ 150
Twelve (12) chairs (used) \$35/chair	\$ 420
Four (4) legal size file cabinets (used) \$75/cabinet	\$ 300

\$ 129

\$ 3,396

TOTAL REQUESTED

	<u>TOTAL REQUESTED</u>
<u>(EQUIPMENT CONTINUED)</u>	
Three (3) book cases (used) \$40/case	\$ 120
One (1) coat rack (used)	\$ 20
One (1) office couch (used)	\$ 150
Four (4) office chairs (used) \$35/chair	\$ 130
Six (6) office lamps (used) \$35/lamp	\$ 210
TOTAL EQUIPMENT	<u>\$ 12,990</u>
E. <u>SUPPLIES</u>	
Consumable supplies is calculated at \$35/month per staff member for 12 months. This includes paper for the copier, pens, envelopes, writing paper, etc.	<u>\$ 1,680</u>
F. <u>CONTRACTUAL</u>	
<u>Accounting and Auditing Services</u>	\$ 2,667
A general accountant will be required to set-up project's accounting system and to monitor system on a quarterly basis. In addition, an independent auditor will be required to conduct a year-end audit of the project's fiscal system. The cost of the general accountant's services is computed at \$135/day x 6 days = \$810. Audit costs are computed at 1% of the Total Budget and, therefore, equals <u>\$1,857.</u>	

(OTHER CONTINUED)

Printing includes the cost of  
Printing preliminary and final  
publishing preliminary and final  
reports on the project's re-  
search findings and interpre-  
tations. It also covers costs  
of the normal printing needs  
of the project (e.g., letterhead,

(CONTRACTUAL CONTINUED)

TOTAL  
REQUESTED

Data Processing Services  
In order to effectively analyze and evaluate research information, data processing services will be required. These services will include coding, editing, cross tabulations, and computer processing of collected data. It is anticipated that approximately 15 weeks of service will be required at an estimated cost of \$1,000/week

\$ 15,000

Research Aides  
Fifteen (15) persons - one person per site - will be selected to serve as research aids during the special emphasis study. They will assist the project director and research/writer in administering research instruments and conducting on-site interviews. These persons will be compensated at the rate of \$5/hour. It is estimated that each aide will be required to work a maximum of 10 hours/week for 6 weeks. The formula for computation, therefore, is as follows: \$5/hour x 10 hours/week x 6 weeks x 15 aides = \$4,500

\$ 4,500

TOTAL CONTRACTUAL

\$ 22, 167

G. OTHER

Office Rental  
Rental of adequate office space is required to accommodate 4 staff persons, 2 graduate school interns, and the conference needs of 10 advisory panel members and staff. It is anticipated that 1400 square feet of space will be necessary. The minimum market rate for the rental of office space within D.C. is \$10.50/sq. ft.

\$ 14,700

TOTAL  
REQUESTED  
\$ 15,000

(OTHER CONTINUED)

Printing

Printing includes the cost of publishing preliminary and final reports on the project's research findings and interpretations. It also covers costs of the normal printing needs of the project (e.g., letterhead, etc.).

TOTAL  
REQUESTED

\$ 6,500

Telephone

Includes cost of installation, monthly service charges, and cost of usage of four (4) telephones with four (4) lines for 12 months. Monthly costs are estimated at \$500.

\$ 6,000

Postage

Covers the cost of the anticipated normal mailing needs of the project, and two (2) large mailings of 2,225 survey questionnaires, including return postage, at a cost of 15¢/survey. Normal mailing costs are estimated at \$25/month

\$ 967

TOTAL OTHER

\$ 28,167

TOTAL BUDGET

\$187,593