

CITY OF CLEVELAND

INTER-OFFICE CORRESPONDENCE

To James Carney, Director of Safety
Gerald Rademaker, Chief of Police

Date October 5, 1972

From Ralph J. Perk, Mayor

Subject Protection for the Citizens of
Cleveland

"The public evaluates the work of a Police Department upon the service rendered. The manner in which a police officer performs his duties in the preservation of the public peace, the apprehension of offenders and the protection of life and property under the laws of the State and the ordinance of the City, is a criterion that determines the reputation of a Police Department.

"Other factors taken into consideration are the officer's conduct, efficiency, intelligence, impartiality and diligence in the execution of his duties.

"The public expects that an officer's every act shall be for the public interest and that all laws be enforced without fear, favor, prejudice or bias."

These words are taken from the introduction to the "Manual of Rules" of the Cleveland Police Department. I bring this to your attention because of events that have taken place in recent months which reflect upon the operation of your Department and Division respectively.

These events have included the actual indictment of Cleveland policemen for offenses such as armed robbery, rape, and manslaughter, the ^{damaging} damaging of a bar by members of the Cleveland Police Department, and continuous citizen complaints of poor or no response to calls for assistance and help.

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As Chief Executive Officer and Mayor of the City of Cleveland, I am instructing you both to take immediate steps to reverse this trend and rectify an intolerable situation.

The people of the City of Cleveland demand and should be entitled to service and rapid responses by your Department. Such service depends upon efficient management and it therefore follows that the efficient operation of the Police Department begins and ends with the proper management of resources by the Executive Officers of the Division of Police. Manpower is the most expensive resource of any undertaking and it must be utilized to its fullest potential. Failure to maintain proper attitude, discipline, efficient distribution of personnel, and prompt and proper investigation of complaints reflects directly upon the Executive Officer's failure to carry out his duties and responsibilities.

While I recognize that the unlawful action of a few policemen should not reflect upon the vast majority of dedicated members of the Cleveland Police Department, the time has come to stop making excuses and to act. The increased demand for services placed upon every individual police officer within the City requires that every available minute be spent on an actual complaint or investigation or be used in a highly visible protective patrol.

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A highly visible police force in all areas of the City will provide the public with the increased protection they demand, as well as, insure rapid response to calls for help. As a first step, I am instructing the Chief of Police to issue orders making it a violation of departmental regulations for any policeman, while in uniform or on duty, to be seen or found in a bar or cocktail lounge unless he is there on a specific complaint or request for assistance. Each superior officer will be held directly responsible for insuring that those patrolmen under his command use their time most effectively to insure immediate response to complaints and an active preventive patrol. Complaints brought against members of the Cleveland Police Department for misuse of time will reflect directly upon their immediate supervisors.

Supervision will also be extended to the equipment used by individual officers. I refer to your Rule 84, Section 1, "Officers and members shall carry only such weapons as are furnished by the City of Cleveland, or those which have been authorized by the Chief of Police."

An immediate review of all existing permissions to carry other than City supplied firearms shall be undertaken to determine that only those firearms meeting departmental regulations are being used. As Chief of Police, you will take the necessary action to determine what, if any, weapons should, in fact, be authorized based upon conditions as they exist today.

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A monthly inspection on an unscheduled basis will be instituted by the platoon and unit captains throughout the department. These inspections will also include an inspection of each vehicle being used to determine that only authorized weapons are being carried. Appropriate reports will be forwarded to the Safety Department and the Office of the Mayor as to when, where, and by whom each inspection was conducted. Further, a complaint that an officer is using or carrying an unauthorized weapon will reflect on that individual's superior officer as well as the offending member.

Effective immediately, plans will also be formulated and action taken to rotate all District and Detective Bureau command officers of the rank of Deputy Inspector on a regular three-month basis. Captains, as members of the Executive Officer's staff, will also be rotated between Districts and the Detective Bureau on a staggered basis every nine months — 1/3 of the District and Detective Bureau captains to be rotated every three months effective immediately.

A maximum of three captains should be assigned to the Detective Bureau, and a minimum of 18 to the six Police Districts to insure an around-the-clock responsibility within each working platoon. If it is not possible for you to accomplish this continual supervision with your present personnel assignments, it will be necessary to take steps to reassign personnel to fulfill this basic requirement.

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I realize that the reduction of crime cannot be achieved by police action alone, and that any successful campaign will require the cooperation and assistance of all the members of our community. Such participation and assistance has been demonstrated in the past by those citizen members of the Cleveland Police Auxiliary.

You will immediately proceed with the implementation of the Citizen Auxiliary Police Program. Funds are now available to purchase the necessary uniforms and equipment to outfit those members who have already completed their basic training. Additional funds are being sought to uniform and equip an additional 1,500 such volunteers. Funds will also be available soon for the expansion of the Cleveland Police Outreach Program. Organizational steps should be taken now so that immediate implementation can take effect upon the receipt of these funds.

To insure the proper and most efficient and effective implementation of these programs, you will immediately assign an experienced officer in Community Relations matters of at least the rank of Captain to carry out these projects. If additional personnel are needed to successfully carry out these projects, you should reassign and transfer experienced officers for this purpose on a high priority basis.

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It has also been brought to my attention that members of the Police Department have been transferred to the Radio Communications Center as a form of disciplinary action. Such use of a 6.5 million dollar investment which serves as a focal point of all citizen complaints and requests for help will not be tolerated.

All personnel who have recently or in the past been transferred to the communications center for discipline, or similar reasons, should be removed immediately. Positive action will be taken to correct the inadequacies existing in this most important center that links the Cleveland Police Department to the community. Plans should also be formulated and implemented to place a limited number of civilian personnel in the communications center on a test basis. Further, thought should be given and plans formulated for expanded use of the Citizen Police Auxiliary, as well as, paid civilian personnel to assist in the daily non-police duties now being performed by regular-trained police officers.

Immediate steps should also be undertaken for a complete revision of the "Rules of Conduct and Discipline" written in 1950, for members of the Cleveland Police Department so that it is consistent with the requirements and conditions that exist today in 1972.

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As Chief Executive Officer and Mayor of this City, I will insist that those persons responsible for providing service to the City of Cleveland fulfill their obligations. I will personally make inspection tours of all police districts and central station to insure that these orders are being carried out.