

Mr. HORTON. Who would remove the Chief of Police under the present setup? Would it be done by Commissioner Washington or would it be done by the Commissioner of Public Safety?

Mr. MURPHY. I am not certain of that answer. I assume the Commissioner, Commissioner Washington.

Mr. HORTON. Would you make recommendations with regard to removal or replacement of a Fire Chief or Police Chief, or have you gone into that at all?

Mr. MURPHY. I would certainly make recommendations if I felt removal of either of the incumbents was appropriate; yes, I would recommend.

Mr. HORTON. Have you made any such recommendation?

Mr. MURPHY. No, sir; I have not made such recommendation.

Mr. HORTON. Well, now, part of your duties, too, would be to find out how these various departments function.

What have you done in this connection?

Mr. MURPHY. I have been trying to meet with many people in all three organizations at every level and in every branch of the organizations. They are very large agencies. There are close to three thousand people in the police department in many, many units. And I have been visiting those units and talking with people at various levels in those units trying to familiarize myself with all of the functions and policies and the procedures. There is just so much for me to learn, and it has been keeping me very busy trying to become as familiar as possible as soon as possible with the operation of the agencies.

Mr. HORTON. I have seen different Commissioners of Public Safety in the City of Rochester, and I have seen them in other places. Is it not true, also, that some of these commissioners are more aggressive than others?

Mr. MURPHY. Yes, sir.

Mr. HORTON. And a great deal of the manner in which the office is operated depends on the individual.

Mr. MURPHY. Yes, sir.

Mr. HORTON. Now, what type of individual are you with regard to aggressiveness, with regard to the day-to-day routine operation of the police department? In other words, what is your philosophy of how to run this office?

Mr. MURPHY. I like not to think of myself as being aggressive, but strong, I hope. I think that is what is appropriate for someone with this grave responsibility, and I see it as a grave responsibility, because this is our nation's capital. This is where our Congress does business and our President resides. And I feel I must be strong and firm and fair. I believe that the morale and the discipline of the police department, especially, but the fire department as well, are very important considerations. And I think the way a police department has good morale is by having strong leadership and strong discipline. It is my hope that where there is any room for improvement in this regard, in either leadership or discipline, that I will be equal to the task and can provide that improvement.

Mr. HORTON. Well, I am sure your personality and the manner in which you operate have not changed. In other words, you are not a different person now than what you have been throughout your career, and I am sure that Mayor Washington must have taken some of these into consideration when he came to the point of selecting you or