

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)

POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT Organization and Management Study
REPORT NUMBER 75-042-001
FOR Pantego, Texas, Police Department
Population: 2,500
Police Strength: Sworn 6
Square-mile area: 2.

CONTRACTOR PUBLIC ADMINISTRATION SERVICE
1776 Massachusetts Avenue N. W.
Washington, D. C. 20036

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CONTRACT NUMBER J-LEAA-002-76
DATE September 30, 1975

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I. INTRODUCTION

Technical assistance was requested by the Chief of Police in Pantego, Texas, to conduct surveys and make recommendations for improvements in organization, management, and operation. The on-site technical assistance was conducted during the period 26-28 August, 1975, during which time the consultant (a) reviewed the operational and administrative procedures of the police department; (b) examined historical activity data, including arrests, calls for service, offenses, and miscellaneous incidents; and (c) conducted interviews with Town officials, police representatives, and other cognizant parties. Individuals interviewed during the study were:

Mrs. Betty Shear
Police Commissioner
Town of Pantego, Texas

Mr. Larry W. Smith
Chief of Police
Town of Pantego, Texas

Mrs. Barbara Turner
Court Clerk
Town of Pantego, Texas

Mr. Frederick W. Keithly
Director of Criminal Justice
North Central Texas Council of Governments
Arlington, Texas

Mr. Karl Halverson
Chief of Police
Kennandale, Texas

Mr. J.D. McGee
Deputy Chief for Administration
Arlington Police Department
Arlington, Texas

Lt. Noel E. Pryor
Planning and Research
Arlington Police Department
Arlington, Texas

II. STATEMENT OF THE PROBLEM

The purpose of the technical assistance was to provide the Chief of Police in Pantego, Texas, with suggestions for improving the organization, management, and operations of the Police Department. Factors influencing the problem include: (a) limited personnel and financial resources; (b) limited growth potential in the Town; and (c) a relatively young Chief of Police with sparse administrative and management experience.

III. ANALYSIS OF THE PROBLEM

Background

The Community

The Town of Pantego is located midway between the cities of Fort Worth and Dallas. The current population is estimated to be 2,500 persons, and the incorporated limits of the Town include about two square miles. The Town is bordered on the east, north, and west by the City of Arlington, one of the fastest growing communities in north central Texas. On the south, the Town is bordered by Dalworthington Gardens, an incorporated municipality of less than 1,000 persons.

The Town of Pantego is essentially a bedroom community whose working population, comprising mostly professional and white-collar workers, are employed largely outside the Town. Future growth in the Town is expected to be limited to commercial and light manufacturing establishments, with an ultimate residential population of perhaps 4,000 people.

Town Government

The Town of Pantego is incorporated as a General Law Town with an aldermanic form of government. Its government consists of a mayor and five council members who are elected at large for two-year terms. One member of the Council is appointed Police Commissioner to oversee police affairs. Appointed officers include a Town Secretary, a Town Attorney, a Municipal Court Judge, a Court Clerk, a Police Chief, and a Fire Chief.

The Police Department

The Police Department in Pantego was established in 1959 with the appointment of a Chief of Police. The Police Department presently consists of a Chief, one sergeant, and four patrolmen. The Chief of Police and the

arrange their shifts in such a manner as to provide supervision over field activities during peak activity hours.

The Police Department is not under civil service. Persons are appointed to the Police Department by the Chief of Police and serve at his pleasure. The selection process is simple, consisting largely of a background investigation and an interview by the Chief of Police. The salary for probationary patrolman is \$570 per month. Certified patrolmen are paid \$575 per month. The starting salary for the sergeant is \$650 per month, with top salary being \$710 per month. The Chief of Police is paid \$890 per month. The total police budget in fiscal year 1975 was \$57,057, representing a per capita expenditure of \$22.82. Salaries and selected personnel expenditures account for \$44,457.00, or 77.9 percent of the total police budget. The proposed police budget in fiscal year 1976 is \$69,925, which represents 13.2 percent of the total town budget.

All members of the Police Department are certified state peace officers and have completed the 385-hour basic police officer course of instruction at the regional police training academy in Arlington. In addition, officers periodically attend specialized training schools and records of such training are kept in the officers' personnel files.

The Police Department's complaint receipt and dispatching are handled by the Kennandale Police Department, a neighboring jurisdiction comparable in size to Pantego. The Town of Pantego pays the Town of Kennandale \$250 per month to support one dispatcher. The Pantego Police Department does not have its own jail. Instead, prisoners are transported several miles to Kennandale where they are lodged overnight. Prisoners requiring longer detention are transported to the Tarrant County Jail in Fort Worth.

Problem Definition

The Pantego Police Department is a rudimentary organization. Its present staffing enables it to provide essential law enforcement services at levels necessary to ensure minimum public safety requirements. Tangential services, such as criminal investigation, community relations, and crime prevention, suffer due to the limited number of available personnel. In addition, the lack of its own dispatching service creates problems in terms of control of information receipt and processing. The records system suffers from a lack of sufficient clerical assistance (which is provided on a part-time basis by the Court Clerk and her assistant) and leaves much to be desired. The Chief of Police must divide his attention between providing back-up support to field officers, assisting in criminal investigation, supervising field activities, and managing police operations.

Department Management

The Chief of Police in Pantego is young and lacks administrative and management experience. In addition, he suffers from a role conflict because he feels obligated to perform a number of field support duties which are not normally associated with managing police operations. The problem seems one of defining the proper role of the Chief. It is recognized that in a small department the Chief's role may include a number of contrasting and sometimes conflicting functions. It would appear, therefore, that the task becomes one of (a) analyzing the jobs that should be performed by the Chief of Police, and (b) assigning priorities to those jobs.

Organization and Staffing

The organization of the Police Department is based simply on shift assignments. All members of the Police Department (including, to some extent, the Chief) are patrol officers. The sergeant serves both as second in

command of the Department and as primary field supervisor. Shifts are arranged to provide maximum patrol coverage (which rarely exceed two officers) during peak activity hours. Criminal investigations are usually handled by the Chief or the sergeant, or both, with preliminary investigation conducted by the beat officer.

The Department has a reserve force of four noncompensated officers who are, according to state law, certified peace officers and who have received basic law enforcement training. Reserve officers average about six 8-hour shifts each per month. These officers are assigned strictly as back-up officers and accompany regular officers during peak activity period.

The staffing level of the Police Department does not allow for much flexibility in terms of allowing for vacation, holidays, illnesses, or time off for in-service training. Officers are subject to call-up at any time, but there are no provisions for compensating officers for overtime.

Activities

The Police Department reports Uniform Crime Report (UCR) data to the FBI, but not to the Texas Department of Public Safety. In addition, it has not kept copies of its past Uniform Crime Reports. It is therefore difficult to judge the offense trends of the Town. According to information supplied by the Director of Criminal Justice of the North Central Texas Council of Governments, the Town of Pantego in 1974 had an overall index crime rate of 5,884 offenses per 100,000 population which ranks third behind Fort Worth and Dallas in the region. The fact is probably attributable, however, to the relatively small population of the community and its location in the heart of a rapidly growing metropolitan center.

The Chief of Police prepares monthly and annual activity reports for presentation to the Town Council. A review of the activity reports indicates

that between 1971 and 1974 total complaints increased by over 50 percent, traffic accidents increased by nearly 100 percent, and alarm calls increased by over 100 percent (Table 1). Police activities in 1975 also show an increase over 1974. Between January and June, 1975, complaints increased by over 50 percent, traffic accidents by over 50 percent, and arrests by more than 60 percent over the same period in 1974.

The Police Department recorded 163 arrests between January 1 and August 26, 1975. One out of four persons arrested by the Department in 1975 was a juvenile (under 17 years of age). Nearly half of all adult arrests in 1975 were for drunk and disorderly conduct.

The Police Department does not maintain disposition and clearance data. However, a review of the cases filed in the Municipal Court, which includes mostly minor traffic and misdemeanor cases, indicates that approximately three out of four cases result in conviction (fine), six percent are dismissed, and about one out of six are appealed.^{1/}

Tarrant County in 1974 had more appeals filed from municipal courts (6,270) than the combined totals from Houston (527), Dallas (2,786), San Antonio (1,663), El Paso (630), Austin (409), and Corpus Christi (244). As a result, a case appealed from the municipal court stands a good chance of never coming to trial, since all pending appeals are eventually dismissed to erase the backlog of cases. Disposition data on cases tried and appealed in Tarrant County courts are therefore almost nonexistent.

Records and Information

Calls to the Police Department are automatically switched to a police dispatcher in the Kennandale Police Department. Administrative calls to the

^{1/} Under Texas law, a case may be appealed from a municipal or justice court before it is even tried.

Table 1
POLICE ACTIVITIES
PANTEGO, TEXAS
January 1971-June, 1974

Activity	1971	1972	1973	1974			1975 Jan.-June	Percent Change 1971-1974	Percent Change Jan.-June, 1974- Jan.-June, 1975
				Jan.-June	July-Dec.	Total			
Patrol Hours:									
a. Regular	6,719	9,319	9,376	5,164	5,783	10,974	6,439	+ 62.9	+ 24.7
b. Reserve	3,474	980	354	218	279	497	154	-599.0	- 41.6
c. Total	10,193	10,299	9,730	5,382	6,062	11,444	6,593	+ 12.3	+ 22.5
Complaints	1,047	1,056	1,056	674	928	1,602	1,045	+ 53.0	+ 55.0
Traffic Accidents	93	119	146	77	102	179	118	+ 92.5	+ 53.2
Alarms	99	120	166	75	127	202	162	+104.0	+116.0
Arrests	--	133	91	66	78	144	106	+ 8.3 ^{a/}	+ 60.6
Miles Driven	48,486	48,884	50,975	29,214	35,290	64,504	37,357	+ 33.0	+ 27.9

^{a/}Increase from 1972-1974.

Police Department are answered by a clerk in the Town Hall during business hours. The police dispatcher maintains a log of all calls received (one for Kennandale Police Department and one for Pantego Police Department) and fills out a complaint record on each call requiring police response. These complaint records are collected and attached to the log sheet, which is picked up by the Pantego Police Department each month.

Officers responding to calls for service complete one of three types of reports: (a) an Incident Report, (b) an Arrest Report, (c) a Traffic Accident Report. Most reports, incident and arrest reports, are handwritten; traffic reports are typewritten. Since the Police Department receives only limited clerical assistance, recordkeeping functions are usually divided between two officers. In addition, all officers type their own reports, when required and perform other necessary clerical functions related to record-keeping.

Name index cards are kept on all police incidents, by name, incident type, and in chronological sequence. However, due to limited clerical assistance available to the Police Department, the files are rarely up-to-date.

The Town Court Clerk and her assistant provide clerical assistance to the Police Department but largely in matters coming before the court (i.e., traffic citations, warrants, arrests, etc.).

IV. FINDINGS AND CONCLUSIONS

The Pantego Police Department suffers from the weaknesses common to many small police departments. It is not without reason that most knowledgeable police authorities advise against the establishment of police departments of less than 10 personnel. In general, such departments are not cost-effective and cannot provide the level of service needed in an urban community. Total or partial consolidation or merger with another police agency is sometimes a solution, but this does not appear to be the case in Pantego, for the town seems committed to providing its own police service.

The Town's unique location surrounded almost totally by the large and growing City of Arlington--clearly restricts its options and places a definite ceiling on its potential for growth and expansion. As a result, it is doubtful whether the Town can justify, in terms of population, or afford, in terms of taxes and other sources of revenue, to support a police department larger than the one it now has. At the same time, there would probably be strong local opposition to any suggestion of contracting for police services with the City of Arlington or some other jurisdiction. The problem thus becomes one of making the best of the existing situation. Accordingly, the following discussion focuses on: (a) department management and administration; (b) maximizing personnel resources; (c) alternative manpower resources; and (d) improving the records system.

Department Management and Administration

The Chief of Police in Pantego needs to direct his attention toward the administrative details and management problems of the Police Department to a greater extent than he has in the past. Admittedly, the size of the Department is such that this function need not occupy all of the Chief's time, but it should nevertheless be his top priority.

Among the Chief's duties, in his role as executive officer of the Police Department, should be the following:

1. Representing the Police Department at Town Council meetings and other public gatherings.
2. Acting as an advisor to the Police Commissioner, Mayor, and other public officials on matters concerning the police.
3. Representing the Police Department to the public. The Chief should be a highly visible member of the community and should participate in public affairs so that he can better inform the public on police problems.
4. Planning and evaluating police operations, to include short-term tactics and long-range strategies.
5. Exploring means, including the availability of equipment, technology, and finances, by which police operations may be improved.
6. Maintaining contact with other police executives and criminal justice representatives to discuss and resolve problems of mutual interest.
7. Actively promoting greater citizens and understanding of participation in law enforcement activities.

In addition, the Chief of Police should devote more time to the administrative processes of the police department. Police records are particularly in need of revision and updating. While the Chief of Police should not be personally involved in the recordkeeping process, he should be capable of ensuring that police records are being handled efficiently. He should receive additional clerical support to assist him in this effort.

Finally, the Chief of Police needs to strengthen his administrative and management capabilities through a program of self-directed training. He should endeavor to attend available management seminars and executive development training courses that will provide him with the technical skills needed to effectively manage police operations.

Maximizing Personnel Services

It is doubtful whether the Town can justify increases in the police budget to add to the size of its Police Department. It would appear that the number of personnel now available is sufficient to provide a reasonable level of police services. The use of reserve officers could possibly be expanded to provide additional coverage during peak activity hours. In addition, an effort should be made to make more productive use of existing personnel resources.

At the present time, the Police Department averages only one complaint for every six hours of patrol time. This suggests that police officers probably spend much of their time idle or engaged in routine preventive patrol. This time could be used more effectively if a comprehensive program of crime prevention and public awareness were developed. Such a program would involve the establishment of a series of achievable goals and objectives for each member of the Police Department, and would include: (a) security inspections of homes, places of business, and other buildings; (b) periodic, impromptu visits with members of the public; (c) house checks for persons on vacation; (d) the distribution of informational brochures to new residents describing various aspects of the town government and its services; and (e) the distribution of informational pamphlets, brochures, and leaflets describing various types of citizen involvement in crime prevention programs.

The police officer should be encouraged to take the initiative in promoting more positive relationships between the police and the public, and should actively engage in a variety of crime prevention strategies that will develop greater public awareness of police problems and community support for the police.

Alternative Manpower Resources

The Town of Pantego presently operates a Fire Department consisting of three full-time members and a number of noncompensated volunteers. The Fire Department responds to less than six calls a month. Regular members of the Fire Department spend most of their time in the fire station, involved in other than firefighting activities. This current use of resources is uneconomical. To make more efficient use of resources, several alternatives are proposed.

1. Eliminate full-time fire personnel, develop an adequate volunteer fire department, and transfer the net savings in personnel costs to the Police Department for additional police personnel. ^{2/}
2. Transfer the existing full-time members of the Fire Department to the Police Department to be used as police/fire dispatchers and create a wholly-volunteer Fire Department.
3. Combine the police and fire departments into an integrated public safety agency, with additional volunteer resources available to respond upon notification.

Of the three alternatives listed, the third offers the most advantages to the community. While it is desirable to have full-time, trained, and qualified personnel available to respond to fire calls, it is not cost-effective to maintain a full-time fire department whose personnel spend only a few hours each month engaged in fire prevention or fire-fighting activities.

An integrated public safety agency would allow all members of the department to be cross-trained in both law enforcement and fire suppression. At the same time, this would allow for the further expansion of police duties to include fire prevention inspections along with crime prevention efforts as described earlier.

^{2/} Per-person costs for fire personnel are higher than those for police personnel. In terms of actual productivity, the citizens of Pantego receive little in return for their dollar investment in the Fire Department as compared with the Police Department.

Through cross-training and this integration of fire and police duties, a savings in manpower would result that could provide the opportunity for the Town to assume responsibility for its own police and fire dispatching.

Improving the Records System

The records system of the Police Department could be improved by:

- (a) the implementation of the Police Department's own 24-hour dispatch service;
- (b) the provision of additional clerical support in the Police Department; and
- (c) the development of a more complete records system. Of these, it is unlikely that the Police Department will be able to support a 24-hour dispatch operation at the present time. As a result, much of the information now recorded by the dispatcher is not available to the Police Department and must therefore be recorded again by the reporting officer. If the Department were able to have its own dispatch service, the recordkeeping process could be somewhat simplified.

Officers are now responsible for preparing (and, in some cases, typing, writing, and filing) their own reports. Two members of the Police Department also perform additional recordkeeping duties, thus reducing the time they have available to spend on patrol. This situation could be alleviated by the employment of a full-time records clerk in the Police Department.

The Police Records Clerk could be used to type, write, and file police reports; prepare monthly and annual activity reports; prepare Uniform Crime Reports; and assume some of the bookkeeping duties now performed by the Court Clerk and her assistant. Police efficiency could be substantially enhanced if the recordkeeping and clerical responsibilities of patrol officers are reduced to an absolute minimum.

In addition, the records system could be improved by adopting reporting forms which provide more complete information on criminal offenses,

arrests, dispositions, and general police activities. The basic components of the records system are also discussed below.

Complaint Record

The Complaint Record (Figure 1) should be the basic source document for the records system. Under normal circumstances, the Complaint Record would be initiated by the police dispatcher anytime a police unit is involved in a police incident. Since the department does not have its own dispatcher, individual officers would be required to initiate their own complaint records.

The Complaint Record should be used to record all police incidents requiring some form of police response, and should replace the miscellaneous incident report now being used. In many cases, it would be the only record prepared on a police incident. In other cases, the Complaint Record would be supplemented by an offense, arrest, or traffic accident report. In all cases, the complaint served should contain complete and accurate information.

Complaint Reports should be prepared by the reporting officer in ink and should be reviewed and approved by the sergeant and the Chief of Police each day. After review and approval, Complaint Reports should be delivered to the records clerk for the purpose of extracting necessary information. The names of all persons recorded on the Complaint Report should be typed on index cards for inclusion in the Master Name Index (see below). Complaint Reports should be assigned a complaint number and should be filed in numerical sequence. The complaint number should be a three-digit number, prefixed by the last two digits of the calendar year (i.e., 75-136).

Activity Log

Much of a police officer's activity is never recorded simply because no complaint report is required. Nevertheless, it is important that a complete record of all police activities be maintained in order that a total profile of

Figure 1

COMPLAINT REPORT

1. Name of Complainant		2. Address		3. Telephone		4. Complaint No.	
5. Location of Complaint				6. Date/Time			
				a. Received	b. Dispatched	c. Arrived	d. Completed
7. Nature of Complaint				8. Complaint Received:			
				a. Telephone	<input type="checkbox"/>	d. Other Agency	<input type="checkbox"/>
				b. Letter	<input type="checkbox"/>	e. By Officer	<input type="checkbox"/>
				c. In Person	<input type="checkbox"/>		
9. Details							
10. Disposition							
a. Service call	<input type="checkbox"/>	d. Complaint Report Only	<input type="checkbox"/>	g. Offense Report	<input type="checkbox"/>		
b. Unfounded	<input type="checkbox"/>	e. Traffic Warning	<input type="checkbox"/>	h. Traffic Report	<input type="checkbox"/>		
c. Unable to locate	<input type="checkbox"/>	f. Traffic Citation	<input type="checkbox"/>	No. _____	i. Incident Report	<input type="checkbox"/>	
11. Officer Assigned				12. Approved by			

police workload can be developed. For this purpose, an Activity Log should be maintained.

The Activity Log (Figure 2) should be used to record all police activities in the field, regardless of whether such activities result in a formal complaint report or some other type of report.

The Activity Log should be maintained by all patrol officers in the field and should be checked for completeness and accuracy each day by the sergeant or the Chief of Police.

The Activity Log should reflect the total activities of a patrol officer and should provide the basis for a comprehensive statistical analysis for police situations.

The record clerk should compile daily, weekly, monthly, and annual statistical reports of police activities based upon information extracted from the Activity Log. Because of the department's small size, this should not be a very time-consuming process. The statistical reports should provide the Chief of Police and Town officials with a comprehensive index of police activities, and reflect in detail how, when, where, why, and by whom police personnel resources (i.e., man-hours) are expended. This would in turn, provide the basis for determining future manpower requirements, deploying available resources, planning future police operations, and evaluating police strategies and programs.

Offense Report

The Department should adopt a revised Offense Report which will provide more detailed information on (a) details of the offense (i.e., date, time, location committed, property taken, weapon(s) used, etc.); (b) personal data (i.e., name, age, address, telephone number, etc.) on the victim, witnesses, and suspects; (c) disposition data, such as whether or not a person was arrested and a complaint was filed and the final disposition of the case.

The Offense Report now being used by the Police Department provides most of the information required. The reverse side of the Offense Report should be modified by reducing the space devoted to property stolen, providing additional space for more than one suspect (space for identifying three suspects should be sufficient), and including information on the status of the case, such as (a) unfounded, (b) active, (c) inactive, or (d) case closed. The report should also indicate the name of any persons arrested in connection with the offense along with the final disposition of the case (i.e., referred to juvenile court, plead guilty, dismissed, etc.).

Arrest Report

The Arrest Report should reflect detailed description data on (a) the offense for which the person was arrested; (b) the victim of the offense, if any; (c) the circumstances of the arrest (i.e., date, time, location, etc.); and the disposition of the person arrested. Included in the disposition should be: (a) date, time, and place of incarceration, if any; (b) date and time released from custody; (c) citation number, if released by citation; (d) amount of bail or bond posted; (e) date and time transferred to county jail, if at all; (f) date of preliminary hearing, arraignment, or trial; and (g) final court disposition. In addition, the Arrest Report should include a description of any evidence seized in connection with the arrest, along with the location stored, and other information pertinent to the evidence that might be required in court.

Arrest Reports should be numbered separately from offense reports and should be maintained in a separate file for easy reference. A suggested format for the Arrest Report is shown in Figure 3.

Disposition Data

The Police Department presently maintains no record of court dispositions. Records of traffic cases and other misdemeanors heard in the

OFFICER'S DAILY LOG
(Reverse)

Activity Code	Activity Type	Number	Time		Activity Code	Activity Type	Number	Time	
			Hour	Minute				Hour	Minute
100	Investigations (Total)				400	Traffic Enforcement (Total)			
110	Felony (Initial)				410	Moving (Warning)			
120	Felony (Follow-up)				420	Moving (Citation)			
130	Misdemeanor (Initial)				430	Pedestrian (Warning)			
140	Misdemeanor (Follow-up)				440	Pedestrian (Citation)			
150	Suspicious Persons				450	Equipment (Warning)			
160	Suspicious Autos				460	Equipment (Citation)			
170	Suspicious Circumstances				470	Parking (Warning)			
180	Other				480	Parking (Citation)			
200	Arrests (Total)				500	Public Services (Total)			
210	Felony (On-View)				510	Traffic Control			
220	Felony (Follow-Up)				520	Building Checks			
230	Misdemeanor (On-View)				530	Domestic Complaints			
240	Misdemeanor (Follow-Up)				540	Silent Alarms			
250	Traffic (On-View)				550	Animal Complaints			
260	Traffic (Follow-Up)				560	Abandoned Autos			
270	Warrant (Felony)				570	Motorist Assists			
280	Warrant (Misdemeanor)				580	Mentally Disturbed			
290	Warrant (Traffic)				590	Other (Preventive Patrol)			
299	Other				600	Administrative Time (Total)			
300	Traffic Accidents (Total)				610	Equipment Service			
310	Fatal				620	Brickling			
320	Personal Injury				630	Training			
330	Property Damage				640	Report Writing			
					650	Personal Service			
					660	Other			
					900	Grand Total			

Figure 3
ARREST REPORT

1. Arrest Number	2. Charge		3. UCR Code	4. Statute		5. Case Number			7. Time: a. Investigation _____ b. Report _____ c. Booking _____ d. Other _____ e. Total _____			
8. Date/Time of Arrest		9. Location		10. Beat		11. Reporting District		12. Type of Arrest: a. On-View <input type="checkbox"/> b. Follow-Up <input type="checkbox"/> c. Citizen's <input type="checkbox"/> d. Warrant <input type="checkbox"/> e. Other <input type="checkbox"/>		13. Accompanying Reports: a. Case Report <input type="checkbox"/> b. Traffic <input type="checkbox"/> c. Impound <input type="checkbox"/> d. Other <input type="checkbox"/>		
14. Name (Last, First, Middle)			15. Address			16. Phone		17. Alias(s)		18. Sex a. Male <input type="checkbox"/> b. Female <input type="checkbox"/>		19. DOB
20. Place of Birth		21. Occupation		22. Driver's License		23. Race	24. Age	25. Ht.	26. Wt.	27. Hair	28. Eyes	29. Complexion
30. Clothing			31. Condition at Arrest			32. a. Drugs <input type="checkbox"/> b. Alcohol <input type="checkbox"/>		33. a. Armed <input type="checkbox"/> b. Registered <input type="checkbox"/>		34. Marks, Scars, Tattoos		
35. Name (Last, First, Middle)			36. Address			37. Phone a. Home _____ b. Business _____		38. Occupation		39. Age	40. Sex a. Male <input type="checkbox"/> b. Female <input type="checkbox"/>	41. Relationship To Arrestee
42. Type of Premises		43. Weapon(s) Used		44. Type of Property Stolen		45. Value		46. Injuries		47. Treated By		
48. Person Notified (Last, First, Middle)			49. Address			50. Phone		51. Relationship		52. Date/Time Notified		53. Notified By
54. Current Status: a. Probation <input type="checkbox"/> b. Parole <input type="checkbox"/> c. Runaway <input type="checkbox"/> d. None <input type="checkbox"/>			55. Prior Record This Department? a. Yes <input type="checkbox"/> b. No <input type="checkbox"/>			56. Does Juvenile Admit Offense? a. Yes <input type="checkbox"/> b. No <input type="checkbox"/>		57. Disposition		58. Time/Date		59. By
60. Time/Date Booked		61. Booking Officer(s)		62. Breathalyzer? a. Yes <input type="checkbox"/> b. No <input type="checkbox"/> c. Refused <input type="checkbox"/> d. N/A <input type="checkbox"/>		63. Searched By		64. Fingerprinted By		65. ID Photos By		
66. Informed of Rights a. Date/Time _____ By _____			67. Rights Waived Signature _____			68. Record Check a. Local _____ b. State _____ c. FBI _____		69. Evidence Seized: a. Yes <input type="checkbox"/> b. No <input type="checkbox"/> c. By _____ d. Register No. _____				
70. Vehicle Used a. Yes <input type="checkbox"/> b. No <input type="checkbox"/>		71. Year	72. Make	73. Type	74. Color	75. License a. No. _____ b. State _____		76. VIN		77. Registered To: a. Name _____ b. Address _____		
78. Stolen? a. Yes <input type="checkbox"/> b. No <input type="checkbox"/>	79. Reporting Agency			80. Owner Notified a. Date/Time _____ b. By _____		81. Reporting Agency Notified a. Date/Time _____ b. By _____		82. Impounded? a. Yes <input type="checkbox"/> b. No <input type="checkbox"/> c. Location _____		83. NCIC a. Time/Date _____ b. By _____		
84. Details:												
85. Arresting Officer(s)			86. Date/Time of Report		87. Supervisor		88. Date/Time Approved		89. Records Supervisor		90. Date/Time	

Municipal Court are maintained by the Court Clerk, but no statistical record is prepared on court dispositions. Disposition data on cases referred to the County Court in Fort Worth are not routinely returned to the Police Department. The Chief of Police should contact county authorities in an effort to make this information available. The Police Department should have an accurate accounting of the disposition of all criminal cases it originates. This information should be periodically recorded on a disposition sheet to reflect the nature of the offense and the final disposition of the case. The Chief of Police should have at his disposal a complete accounting, including final disposition, of all criminal cases filed by the Police Department.

Master Name Index

The Police Department presently indexes the names of persons arrested as well as those of persons reporting offenses, but the system is not completely uniform. A simple 3x5 card should be prepared on all persons with whom the police have contact, including suspects, victims, witnesses, complainants, and persons arrested: the full name, address, and telephone number of the person; the date of the contact; the nature of the contact; and the file number of the arrest, offense, or complaint report. The card should be prepared in such a way as to allow for multiple entries.

(SAMPLE)		A-124
Jones, Timothy S.		
348 Main Street		
Pantego, Texas 75013		
(817) 274-1313		
9-15-74	Burglary Victim	74-342
12-22-74	Arrested DWI	A-124
5-19-75	Complained of loud party	75-174

ARREST REPORT
(Reverse)

94. Details (continued)		
91. Inventory of Prisoner Property		
92. Telephone Calls		
a. Date/Time	b. Number Called	c. Person Called
93. Prisoner Property Returned		
a. By	b. Date/Time	c. Received By
94. Prisoner Released		
a. By	b. Time/Date	c. For Appearance
95. Time/Date		
96. Court		
97. Disposition		
98. Sentence		

It is not recommended that Name Index Cards be color-coded since a person may, over a period of time, fall into more than one category (i.e., victim, complainant, etc.). The arrest number may be shown in the upper-right hand corner of the card (see above) for quick reference. In addition, colored metal or plastic tabs may be placed on Name Index Cards to indicate persons wanted or persons for whom warrants are outstanding.

V. RECOMMENDATIONS

1. The Chief of Police should devote substantially more attention to the administration and management of the Police Department and should develop within himself greater administrative and management skills.

2. The Town should employ a full-time records clerk to improve the recordkeeping operations of the Police Department and to relieve police officers from many clerical duties they now must perform.

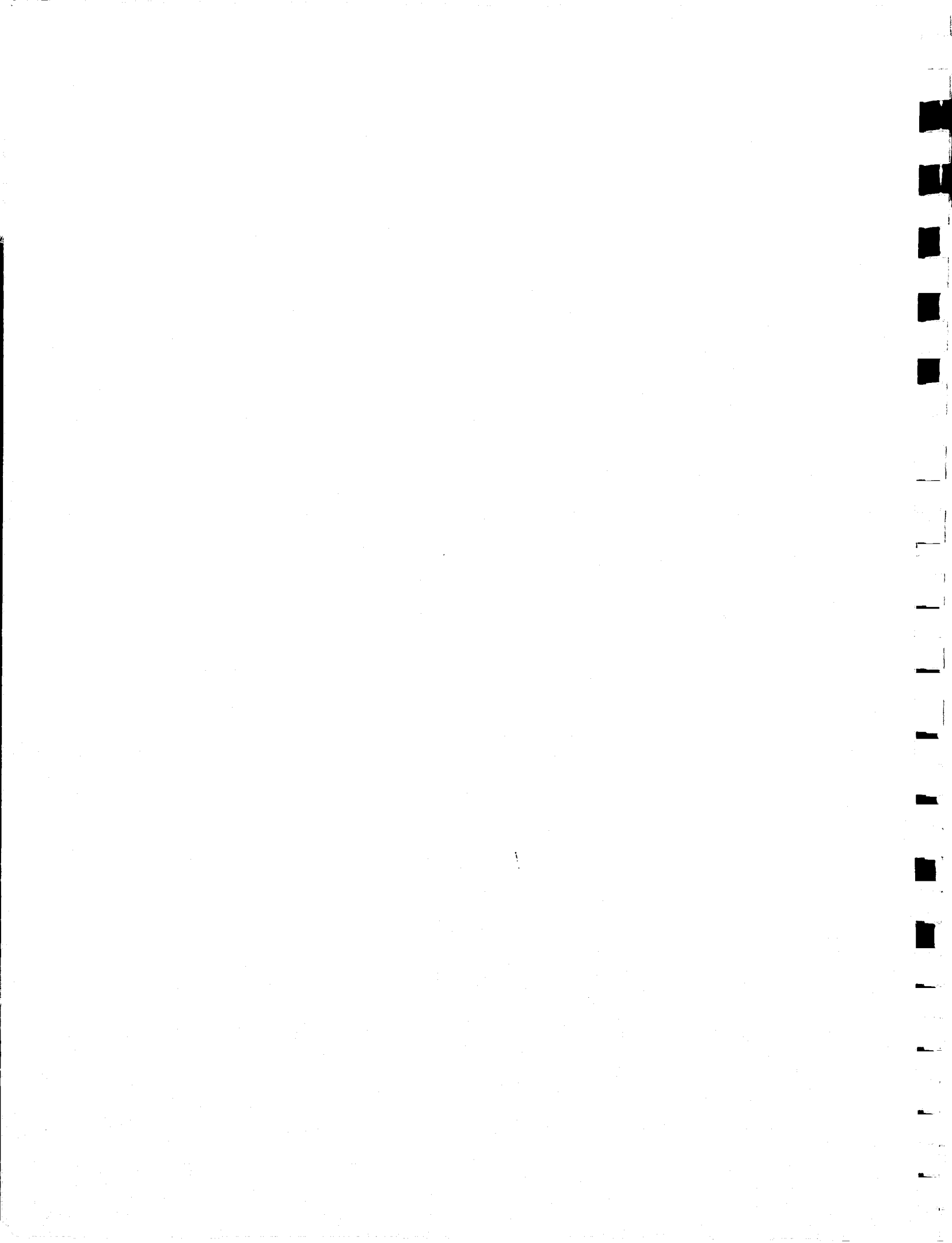
3. The records system should be improved by using forms similar to those described in this report to provide for the capture, storage, and analysis of more comprehensive data on police activities, offenses, arrest, and dispositions.

4. The Town should seriously consider either abolishing the present fire department or establishing a consolidated public safety department to make maximum use of available personnel and financial resources.

5. The Police Department should make maximum use of available personnel resources by implementing an aggressive community awareness/crime prevention program.

6. The Police Department should continue to use qualified, trained, reserve officers in limited numbers to supplement the regular patrol force during peak activity periods.

7. The Chief of Police should endeavor to obtain more complete information on court dispositions on cases referred to the County Court.



END