



POLICE  
INDIVIDUAL TECHNICAL ASSISTANCE REPORT

*in Response to a Request for Technical Assistance by the*

**Forest Hill, Texas, - Police Department -**

MANPOWER RESOURCES ALLOCATION  
STUDY -

June 19, 1972

34234

*Prepared by*

**Public Administration Service  
1313 East Sixtieth Street  
Chicago, Illinois 60637**

**(Per Contract J-LEAA-015-72)**

**I. PRELIMINARY INFORMATION**

**A. Consultant Assigned:**

James J. Hennessy  
Staff Associate

**B. Date Assignment Received:**

May 22, 1972

**C. Date of Contact with LEAA Regional Coordinator:**

May 23, 1972

**D. Dates of On-Site Consultation:**

June 5, 6, 7, 8, and 9, 1972

**E. Individuals Interviewed:**

Chief Glenn Lightford, and all other members of the Forest Hill Police  
Department

William B. Pierce, City Manager, City of Forest Hill, Texas

## II. STATEMENT OF THE PROBLEM

### A. Problem as per Technical Instructions:

The Forest Hill Police Department requested funds for a consultant to analyze the Department's allocation and distribution of manpower resources. LEAA Region VI determined that the Department's request could best be met by technical assistance services made available through LEAA contracted consultants.

### B. Problems Actually Observed:

The need for a manpower analysis was apparent. The number, allocation, and distribution of police personnel were evaluated.

Other organizational problems also became apparent. Primary among these was the necessity of improving the supervisory capabilities of the Department, both in numbers and quality. Further management and functional needs were revealed and recommendations were given to the Chief of Police and the City Manager. Among the problems reviewed were the following:

#### *Personnel*

1. Forest Hill lacks a formal hiring, promotion, and dismissal system. While the Chief and the City Manager have used tests and minimum requirements for selection and promotion, no formal system has been instituted.
2. In relation to neighboring departments of similar size, Forest Hill has a lower than average pay scale.

#### *Training*

3. No formalized in-service and refresher training program exists. The Department has a good manual of rules and regulations, policies and procedures, but the information in the manual needs to be explained to the officers.

4. There is a need for more emphasis and training in the treatment of juveniles and in police—community relations.

#### *Police—Community Relations*

5. There is very little structured interaction between the police and the community. The absence of a police—community relations program and the need for such a program are apparent.

#### *Investigations*

6. The Department needs a full-time investigative specialist to provide needed follow-up investigations, particularly in burglary cases.

#### *Organized Crime/Intelligence*

7. Forest Hill needs more formal and continuous cooperation with the Tarrant County Organized Crime and Intelligence Unit. The willingness to cooperate is present in the Department, but there has been little opportunity for it to contribute to the county effort because of a lack of sufficient manpower.

#### *Communications*

8. Insufficient training of dispatchers, particularly in the use of the teletype machine, is apparent.
9. Dispatchers have too heavy a work load, and are responsible for many clerical duties of agencies other than the Police Department.

#### *Records*

10. The secretary/records clerk has had insufficient training in records systems and procedures.
11. The Chief needs a system for receiving adequate crime information on a more frequent basis; he now receives only a monthly report.

12. There is a need for a more thorough and continuous report review system. The Chief is mainly responsible for reviewing all reports and while this should continue, line supervisors should read the reports prior to his review.

*Detention*

13. The jail is physically inadequate, and there is little or no supervision of persons jailed. Prior to the appointment of the new Chief, the two jail cells had been poorly maintained.

*Interlocal Cooperation*

14. There is only limited formal interlocal cooperation among neighboring departments.

*Equipment and Facilities*

15. The Police Department's headquarters is adequate for the Department at the present time but will soon be too small.
16. There are too few patrol cars. If one of the two marked cars breaks down, the patrol officers must ride in the same car. Efficiency and effectiveness suffer.

### III. FACTS BEARING ON THE PROBLEMS

- A. The Forest Hill Police Department consists of 16 members: 10 sworn officers, 1 warrant officer, 4 dispatchers, and 1 secretary/records clerk.
- B. As in most small departments, there is little opportunity to use specialized personnel (i.e., detectives, juvenile officers).
- C. The present Chief of Police was appointed in September, 1971. Since that time, he has sought to upgrade the quality of the Department. A result of the improvement efforts has been a large turnover in police personnel. Many of the new members of the Department are young and offer good potential, but have only modest experience.
- D. The Chief and the City Manager are committed to improving the Police Department. They are confronted not only with the usual budgetary limitations, but also with insufficient supervisory personnel. The result is centralization of all decisions, no matter how small, in the position of the Chief.
- E. Finally, because of limited personnel, it is extremely difficult to send any member away for training without seriously handicapping departmental operations.

### IV. POSSIBLE COURSES OF ACTION

Not applicable.

## V. RECOMMENDED COURSES OF ACTION

### *Manpower*

1. It is recommended that the Forest Hill Police Department adopt the organization, manpower numbers, and manpower allocations shown in the attached "Comparison of Organization and Manpower Allocations."

a. Reason for Recommendation

The recommendation is aimed at solving four main problems. **First**, the manpower of the Department needs to be increased. An analysis of the level and hours of calls for service determined that the present number of officers will soon be overburdened with such calls. There is a good balance at the present time between answering calls for service and patrolling the jurisdiction. However, the level of calls for service has been increasing steadily and preventive patrol activities will necessarily diminish sharply. **Second**, an increase of three sergeants should provide needed supervision of the younger officers. **Third**, the distribution of officers by the shift hours recommended most closely corresponds to the hours of highest criminal activity and calls for service. (The Department has been informally using the recommended shift hours for some time.) **Finally**, the addition of detective, normally working the second shift, will allow the Department to follow up cases of burglary and larceny—the two major types of serious crime in Forest Hill.

### *Personnel*

2. It is recommended that a merit system be established for hiring, promotion, and dismissal from the Department.

a. Reason for Recommendation

At the present time, an informal system is in use. A merit system will aid in assuring that all persons hired meet standard requirements and pass standard tests, that promotions result from meeting performance and education qualifications, and that dismissals be for sound reasons. A merit system, while retaining the use of discretion by the Chief and the City Manager in final decisions, provides protection for all parties against political pressures and capriciousness.

3. It is recommended that the Department increase the salaries of all personnel by an average of 12 percent over the next two years.

- a. Reason for Recommendation

The salaries of all personnel are below average for the general area. The Department must be in a position not only to recruit quality personnel but also to retain proficient personnel now in the Department. While the City does not need to equal the salaries offered by other departments, it must try to be competitive with them.

### *Training*

4. It is recommended that the Department institute a regular program of in-service training. The type of program will depend largely on the availability of training time. The Department should institute roll call training and regular (perhaps weekly) training sessions using personnel both from within the Department and from other agencies.

- a. Reason for Recommendation

Even though all officers must have had basic recruit training, there will always be a need for continuing education and training. Particular attention should be given to the handling of juveniles and to police—community relations. Local circumstances will normally require further training in specific matters.

### *Police—Community Relations*

5. It is recommended that the Chief initiate a program of police—community relations aimed at increasing the community's cooperative efforts toward the prevention of burglaries and thefts. Programs such as "Operation Identification" and neighborhood house-checking committees can greatly assist the police in preventing burglaries.

- a. Reason for Recommendation

Forest Hill is largely a residential community of owner-occupied homes, and the biggest crime problem is burglary. The police can patrol the area, but without the community's support and direct aid, burglary prevention will continue to be a hit-or-miss activity.

***Investigations***

6. It is recommended the Department establish a detective position and promote, or hire, an officer to fill it.

- a. Reason for Recommendation

The Department is unable to provide the needed follow-up investigation of serious crimes. With the addition of a qualified investigator, this deficiency will be corrected.

***Organized Crime/Intelligence***

7. It is recommended that the Department establish a formal, direct link to the Tarrant County Organized Crime and Intelligence Unit. Part of the recommended detective's job should be to gather organized crime and intelligence information. With a member of the Department actively involved on a regular basis in organized crime and intelligence-gathering, the flow of information can be made two-way, to the mutual benefit of both parties.

- a. Reason for Recommendation

The Tarrant County Organized Crime and Intelligence Unit was established on January 1, 1972, through the Texas Criminal Justice Council, and with LEAA funds, to gather organized crime and intelligence information. The Chief of Police of Forest Hill has been the only link to this unit. Because of the lack of a full-time investigator to gather information, contacts between the Police Department and the unit have been sporadic. With the addition of a detective, closer cooperation and increased information flow should be possible.

***Communications***

8. It is recommended that all of the dispatchers be given additional training in the duties and methods of dispatching. Particular emphasis should be placed on the use of the teletype machine.

- a. Reason for Recommendation

On-the-job training is no substitute for formal training. Most of the dispatchers have had some formal training, but recent experiences have shown that additional training is required. Only one of the four dispatchers has had formal training on the teletype machine. The usefulness of the machine is greatly diminished as long as the other operators are not adequately trained.

9. It is recommended that two tape recorders be purchased; one should be used for recording incoming calls for service, the other for recording radio communications.

- a. Reason for Recommendation

The use of recorders serves two main purposes. First, the recordings act as accurate records. Second, the recordings can be used as training aids for both dispatchers and officers. At the present time, calls for services and radio messages are manually recorded by the dispatchers; during a busy period mistakes are likely, and not all calls and messages may be recorded. Tape recorders would also relieve the dispatchers from the necessity of typing every call as soon as it comes in—a current activity which detracts from their effectiveness.

10. It is recommended that the teletype machine either be moved to an adjoining room or partitioned off from the dispatchers' room by sound-absorbent materials.

- a. Reasons for Recommendations

The teletype machine generates a high level of noise, often distracting the dispatchers or making radio communications very difficult to hear.

### *Records*

11. It is recommended that the secretary/records clerk be given a formal course in records systems and procedures.

- a. Reason for Recommendation

The secretary/records clerk has received no formal training in records use and maintenance, and has had only two FBI records manuals and the instructions of the Chief to guide her. This fact and the state of the records system prior to the appointment of the new Chief have helped slow improvement in the maintenance and use of the records system. Continued improvements are necessary, and unless the secretary receives the required training, the records system will most likely not improve as quickly as is possible.

12. It is recommended that a system of providing crime information to the Chief on a regular and frequent basis be established. If the secretary/records clerk receives more training, she should be able to make daily and weekly reports on criminal activities and on the activities of the officers.

a. Reason for Recommendation

With the addition of three sergeants, a layer of middle management personnel will be created between the Chief and the patrolmen. He will still require information concerning the officers' activities and a new report system should deliver such information.

13. It is recommended that upon the hiring or promotion of officers to fill the recommended sergeants' positions, the sergeants should be made responsible for a system of strict report review.

a. Reason for Recommendation

Past experiences have shown that the reports have been incomplete and/or unclear. A report review system will help ensure good reports, serve as a training technique, and relieve the Chief of much of the job of reviewing reports.

***Detention***

14. It is recommended that the City Manager and the Chief discourage the use of the Department's jail for housing prisoners for any period of time over 24 hours. The county jail, or the Ft. Worth Police Department jail, should be used in place of the Forest Hill Department's facilities. In addition, whenever the prisoner is being detained in the City's lockup, a patrol officer should check the cell at least once an hour.

a. Reason for Recommendation

The City has neither the facilities nor the personnel to safely maintain a full-time jail. The cells are inadequate for any extended period of confinement and there is normally no officer at headquarters to supervise detainees for two of the three shifts.

### *Interlocal Cooperation*

15. It is recommended that the City enter into formal agreements with the neighboring police departments to provide mutual cooperation in line as well as support services.

a. Reason for Recommendation

There exists only one mutual aid agreement directed at riots and civil disorders. While informal cooperation is frequent, formal cooperation through mutual aid agreements should increase effectiveness and provide a sound basis for regional planning in the future.

### *Equipment and Facilities*

16. It is recommended that the City of Forest Hill consider either expanding the present Police Department headquarters building or constructing a new headquarters. Present requirements can be fulfilled by the existing facilities, but it is clear that within the next five years the headquarters building will be too small.

a. Reason for Recommendation

The existing building is small and provides barely adequate space at present. If the community and the crime rate continue to grow, so too will the size of the Police Department. Improvements have been and are being made in the appearance of the building, and while the consideration of expansion or new construction is not a top priority item now, it will become one in the near future.

17. It is recommended that the Department maintain four marked patrol cars and one unmarked car.

a. Reason for Recommendation

With increase in department size and in the number of officers on duty per shift, more cars than are presently available will be needed. Within the recommendation for four marked cars, one spare or backup car is included. This need not be a new car. It could be one of the present patrol cars, rebuilt and repaired. In case a regular car needs repairs, this car would be available for use.

COMPARISON OF PERSONNEL--NUMBERS AND POSITIONS  
 FOREST HILL POLICE DEPARTMENT  
 FOREST HILL, TEXAS  
 1972

<i>Present</i>		<i>Recommended</i>	
Chief	1	Chief	1
Sergeant	1	Sergeants	4
Detective	0	Detective	1
Patrolmen <sup>a</sup>	8	Patrolmen	7
Warrant Officer	1	Warrant Officer	1
Dispatchers	4	Dispatchers	4
Secretary/Records Clerk	1	Secretary/Records Clerk	1
		Animal Control Officer <sup>b</sup>	1
<b>Total</b>	<b>16</b>		<b>20</b>

Staff Increase: 4<sup>c</sup>

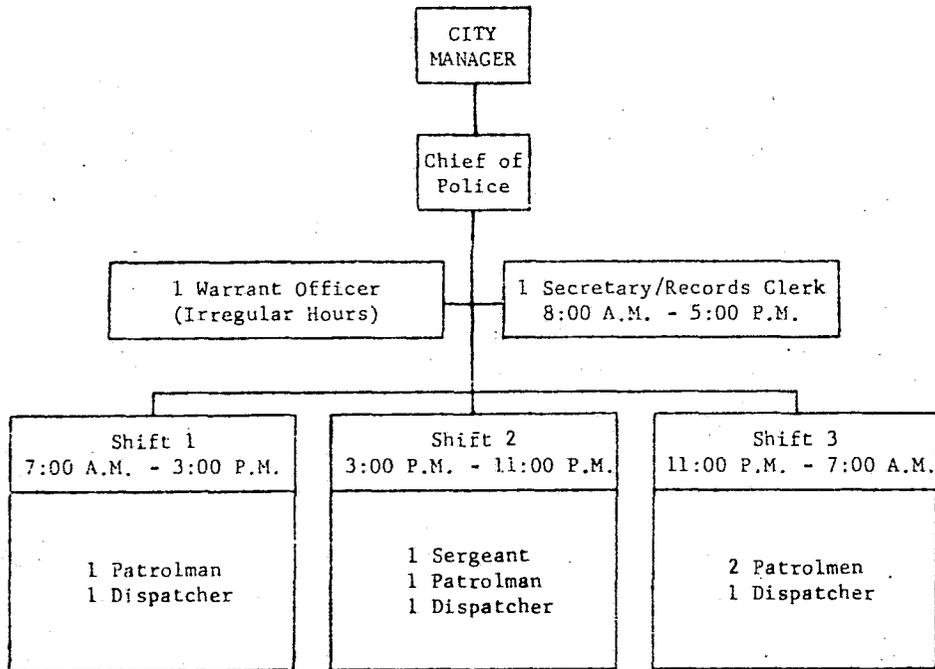
<sup>a</sup> One vacancy is included.

<sup>b</sup> Under the supervision of the Police Department, but not a member of it.

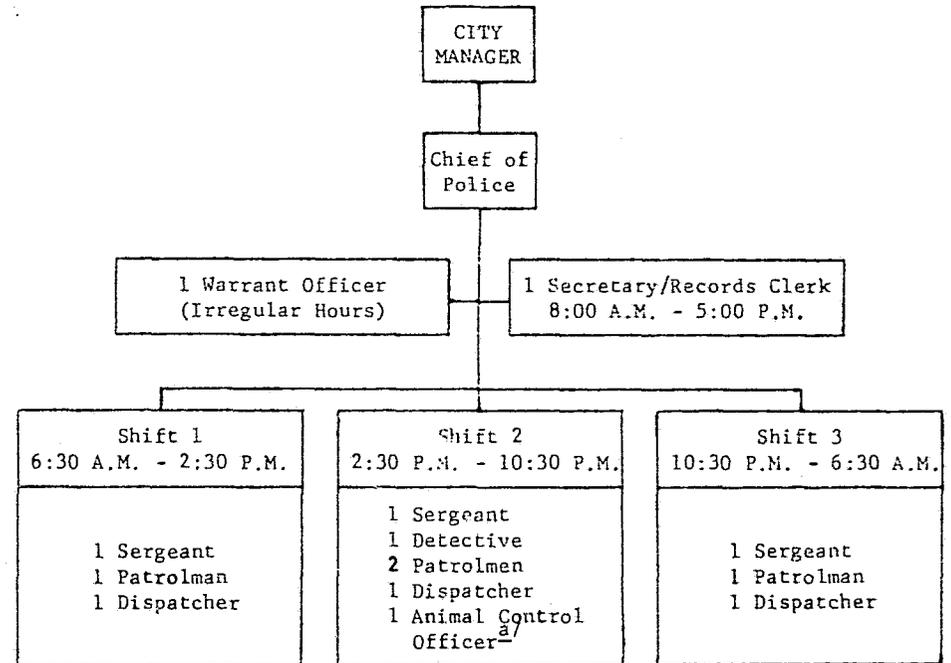
<sup>c</sup> Animal Control Officer is included.

COMPARISON OF ORGANIZATION AND MANPOWER ALLOCATIONS  
OF FOREST HILL POLICE DEPARTMENT  
FOREST HILL, TEXAS  
1972

Present Allocations



Recommended Allocations



<sup>a/</sup> Nonpolice personnel.

**END**

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