

Westinghouse



POLICE TECHNICAL SERVICE
FOR THE CITY OF
WILMINGTON, DELAWARE
Preliminary Study



Westinghouse Justice Institute

POLICE TECHNICAL ASSISTANCE
SERVICE

FOR THE CITY OF
WOONSOCKET, RHODE ISLAND

Preliminary Study

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FOREWORD

This report presents the results of a brief study of the Woonsocket, Rhode Island Police Department requested by Mayor John Cummins and the Director of Public Safety, Fred L. Corey. The request was processed through the Blackstone Valley Crime Commission and the Rhode Island Governor's Commission on Crime and Delinquency. The survey was authorized by the Boston Regional Office of the Law Enforcement Assistance Administration (LEAA) under the existing national contract (J-LEAA-016-72) with the Westinghouse Justice Institute (WJI). The Westinghouse Justice Institute is under contract to LEAA to provide technical assistance services to police agencies throughout the country. Mr. John F. Francini, a WJI Senior Consultant, provided the required technical assistance as prescribed by LEAA. Sergeant Edmund G. Harpin, Jr., of the Woonsocket Police Department was assigned to assist Mr. Francini with the study.

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1. SCOPE OF WORK AND SUMMARY OF RECOMMENDATIONS

1.1 Scope

The purpose of this technical assistance assignment was to provide the Mayor of the City of Woonsocket, Rhode Island, and the Director of Public Safety with a working report to give a diagnostic overview of the police department. The request focuses primarily on definition of problems within the department. Some approaches are given for identifying problems. Problems within the general area of personnel utilization and performance are indicated to be of particular interest.

Another objective of the investigation was to delineate those areas where more in-depth analyses would be necessary for full evaluation, such as the present organizational structure, evaluation of departmental methods and procedures, and personnel utilization and deployments. Recommendations are intended to focus first on changes most likely to provide immediate cost-effective improvements both in the department's operational effectiveness and the quality of police services provided for the City of Woonsocket, and second to indicate changes needed for long-range improvements in the department.

The results of this investigation, presented in the following sections, give the experience-based qualitative judgments of the consultant as well as analytical evaluations of specific problem areas.

1.2 Summary of Recommendations

The following are the prime recommendations of this report:

- (1) Conduct an in-depth organizational and management study including the following four plans: organizational, administrative and support services, staffing, and systems and procedures plans.
- (2) Increase traffic enforcement effort to raise the 3.3 index to 15, including: shifting clerical and janitorial tasks to lower-cost civilian personnel, procuring two additional radar units and employing a full-time meter maid (all to make more patrolman time available); and updating the enforcement index weekly.

- (3) Define patrol sectors, as well as assign patrolmen to shifts, by weighted activity time (work load) rather than from administrative considerations.
- (4) Improve patrols: eliminate foot patrols; make all patrol cars one-man (after training in this mode of operation); and increase supervisory participation in patrol activities--oversee reports written.
- (5) Replace routine inspections of business premises with random spot checks of high-hazard areas and security of commercial properties.
- (6) Establish continuously-open communication lines with all patrols; install a message code.
- (7) Initiate a performance evaluation program for the entire department. In recruiting establish high entrance requirements and extend length of probation period to at least a year.
- (8) Install an in-service training program in recruiting, informational and supervisory categories. Teach (and keep updated) the rules and regulations.
- (9) Establish staff-level positions for planning and public relations functions.
- (10) Install a records management system. Establish effective report forms. Require supervisory signing of all reports to assure quality and completeness.
- (11) Build a new facility or rearrange and renovate (requires in-depth analysis).
- (12) For interim improvements in operation, establish a property and evidence room; build service counters to separate public

from employees; remove separations between dispatch and complaint desks; and establish a holding cell for apprehended persons awaiting disposition.

- (13) Systematize, distribute, and enforce policies and procedures.

2. CURRENT STATUS OF WOONSOCKET POLICE DEPARTMENT

2.1 Manpower

The Woonsocket Police Department is currently staffed with 93 officers (Table 2-1). With a 1970 population for the city of 46,820 people, the 93 officers represent a police-population ratio of 1.98 officers per 1000 residents. The national average for police departments with a population of 50,000 is 1.6 policemen for each 1000 population. Using this ratio for Woonsocket indicates a total requirement of 75 sworn personnel. Although using this average in the determination of police department size is not recommended, it does nevertheless provide a community with an opportunity to compare its degree of police protection with that of other communities.

The national average provides a starting point which, combined with other factors, is helpful in determining whether the staffing of a police department is insufficient, adequate, or excessive. Manpower, because it is the most costly item in any police department budget, is of prime concern to the city administration and to the taxpayers. The use of personnel is expressed as a prime concern of Woonsocket in the conduct of this investigation.

2.2 Organizational Structure

Theoretically, the Woonsocket Police Department is structured according to Figure 2-2. However, the organization indicated is not an accurate presentation of even the informal organizational relations which have developed over the years because of incomplete task definitions and grouping of functions. Functions such as "Statistics and Complaints," "Recruiting and Training," "Vice Squad" do not even exist. In the absence of any apparent need to staff these functions, nothing is performed in these areas.

The department has suffered from the lack of organizational planning and direction over the last decade, resulting in the problems identified and addressed in the following sections of this report. Organizationally, a police department must have a chain of command which establishes in an orderly fashion the patterns of authority at all levels of command and supervisory personnel. All command and supervisory positions must have strength to the degree that men in designated positions have the authority to act on behalf of the Police Chief and to make certain that rules and regulations are observed, that policy is carried out, and that orders are followed.

TABLE 2-1

Woonsocket, Rhode Island, Police Manpower

	Chief	Assistant Chief	Inspector	Captain	Lieutenant	Sergeant	Patrol Man	Totals
Chief's Office	1							1
Assistant Chief		1						1
Inspector			1					1
Bureau of Criminal Identification				1	1			2
Day Detective				1	1	4		6
Night Detective				1	1	3		5
Juvenile							6*	6
Traffic					1		2	3
Day Uniform Platoon				1	1	2	18	22
Night				1	1	2	20	24
Morning				1	1	2	18	22
TOTALS	1	1	1	6	7	13	64	93

* Includes Policewoman assigned to Juvenile Division.

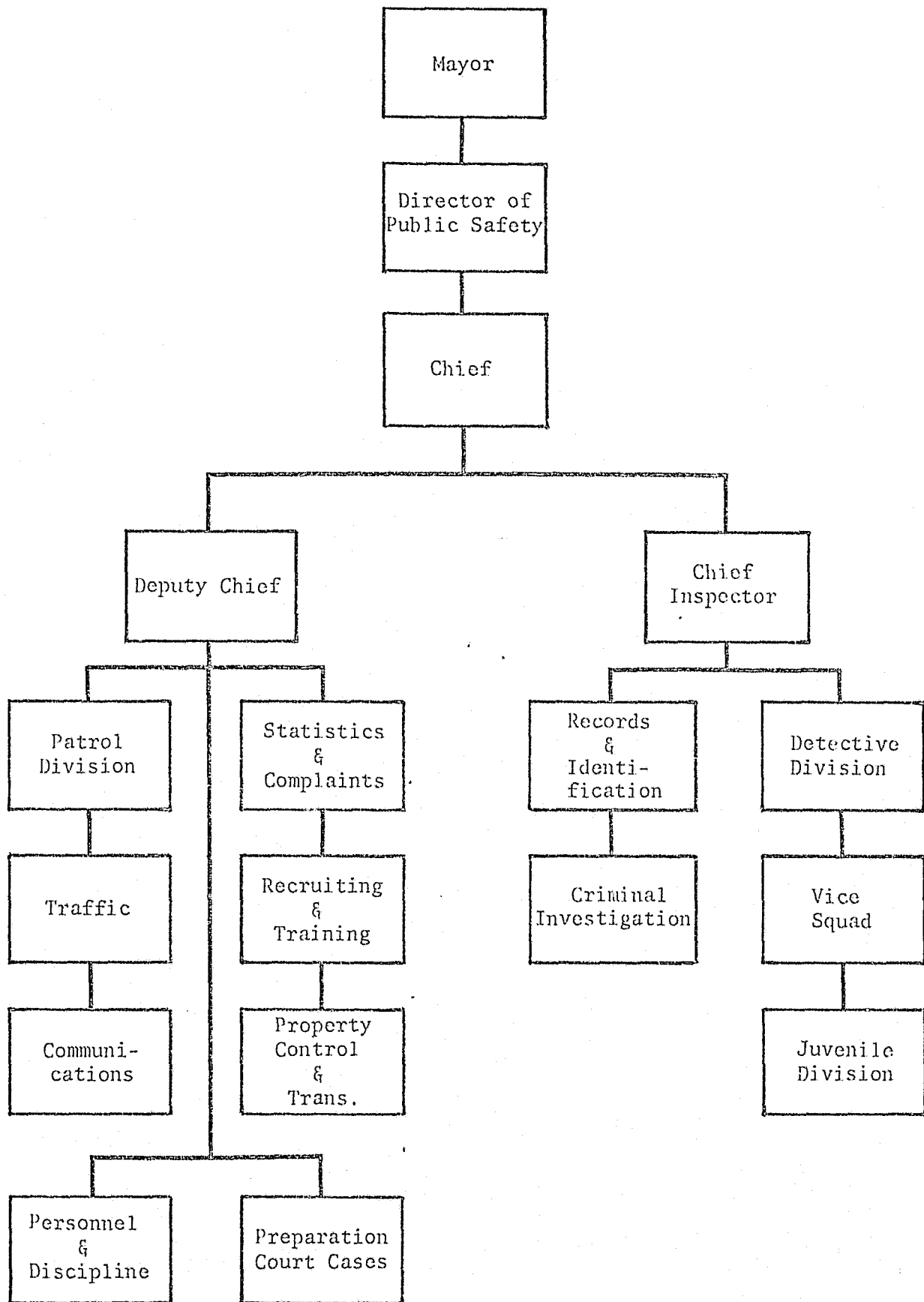


Figure 2-2. City of Woonsocket Police Department

Because of organizational deficiencies, departmental command personnel are forced to react after problems become acute instead of providing administrative and operational solutions during the incipient stage. Presently, the department is operating with the deputy designated as acting chief, with basically the same relationships, procedures, and informal practices which have existed in the past.

The department urgently needs an in-depth organizational and management study to round out this brief problem-definition investigation conducted under the LEAA Technical Assistance Program. Such a study should develop the following:

- (a) An operational organization plan to clearly define the command and operational structure of the department in terms of the available resources and personnel.
- (b) An administrative and internal support services plan to define the administrative and support services required to implement the organization plan developed in (a).
- (c) A staffing plan based on currently available manpower and resources.
- (d) A systems and procedures plan to include necessary modifications to existing systems and procedures for implementing the plans of (a), (b), and (c).

New procedures are recommended as necessary to meet the requirements of the proposed operational structure.

3. OPERATIONAL EFFECTIVENESS

3.1 Crime Clearance

Table 3-1 is a comparison of the crime clearance statistics for the Woonsocket Police Department with the national levels. This comparison indicates that in each of the major categories (except for auto theft), the department is clearing major Part I crimes at an above-average rate. Further, it is a strong indication of the success of the Detective Bureau which, except for its juvenile unit, is staffed exclusively with personnel of sergeant rank or above. This cursory comparison also suggests that this bureau operates in a professional manner and should be commended for its output.

TABLE 3-1

Woonsocket and National Clearance Rates (1971)

<u>Part I Crimes</u>	<u>Actual Offenses</u>	<u>Woonsocket Clearance (%)</u>	<u>National Clearance (%)</u>
Murder	3	100	84
Robbery	12	67	28
Burglary (B&E)	201	31.2	19
Larceny Over \$50	208	26.9	19
Auto Theft	258	7	16

3.2 Traffic Enforcement

The primary duties of the Traffic Bureau in the Woonsocket Police Department are to:

- (a) Control vehicular and pedestrian traffic throughout the city.
- (b) Enforce parking regulations.
- (c) Handle unusual occurrences and special events from a traffic standpoint.
- (d) Assume general duties of crime prevention, order maintenance, and law enforcement.
- (e) Engage in planning activities related to traffic regulations.
- (f) Investigate accidents.

The Traffic Bureau is presently staffed by one lieutenant and two patrolmen. Also, the maintenance personnel for painting and traffic sign maintenance come under the lieutenant's jurisdiction.

As is necessary with crime statistics, traffic enforcement statistics must be compared with an accepted base. This level, the enforcement index, is a gauge by which enforcement in one community can be compared to enforcement in other communities.

The index is determined over a time period by the relationship between the number of hazardous moving violations, the penalties assessed, and the number of personal injuries and fatalities. An index level of 15 is considered the lowest acceptable level. A number below 15 simply means the traffic law enforcement needs improvement and that the number of moving violation apprehensions should be increased. Many police departments have enforcement indexes significantly higher than 15.

Although 15 is the lowest acceptable index, from a traffic safety standpoint the purpose of the index is to ascertain the minimum amount of enforcement required to curb a rise in accidents. As enforcement is increased, boosting the index, accidents will decrease. At a certain level, however, a point (different in every community) will be reached above which further increases in traffic enforcement yield no further reductions in the accident rate. When this occurs (the index can reach 30 or more), it means the index is sufficiently high for that community. The index should be a device used by the traffic division to determine if traffic enforcement at any given time is sufficient.

The City of Woonsocket index for 1971 is calculated below:

$$\frac{971 \text{ moving violations with penalty}}{294 \text{ accidents with personal injuries or fatalities}} = 3.3 \text{ traffic enforcement index}$$

Data for 1972 are not yet available. Nevertheless, this extremely low figure for traffic enforcement effectiveness strongly suggests that immediate attention be given to this function by increasing the amount of traffic enforcement time. However, this may be difficult to implement since Traffic Bureau personnel are required to spend a large portion of their time on clerical tasks at headquarters rather than on direct traffic enforcement activities in the field.

This appears to be a gross under-utilization of manpower. The clerical tasks could be performed adequately by a civilian clerk, thus relieving police personnel for traffic enforcement duties.

To increase traffic enforcement further, it is recommended that two additional radar units be procured to supplement the one currently being used, which is frequently inoperative due to mechanical difficulties.

Finally, Woonsocket should employ a full-time uniformed meter-maid to tag cars in the central business section. This would relieve traffic personnel of this responsibility and further increase the level of personnel available for preventive patrol and surveillance activities. This change is considered to be more consistent with the professional roles and functions of a trained police officer.

It is further recommended that the traffic enforcement index be recalculated on a weekly basis to assess the manner in which such changes influence the index and to assess progress in traffic enforcement effectiveness.

4. PATROL FORCE ACTIVITY

4.1 Analysis of Patrol Activity

The backbone of a municipal police department is its patrol force. It should be large enough to handle the law enforcement service demands of the community and additionally to perform preventive patrol activities for general surveillance. Usually, as is the case in Woonsocket, more than half of total department strength is committed to the patrol force, and hence it is extremely important to know how the patrol force spends its time between general surveillance and the answering of complaints.

Since the Woonsocket Police Department does not maintain records of patrol activity, these data had to be manually generated from shift report summaries. Because of time constraints imposed on this investigation, only a four-month sample of police activity data was developed. These data are listed in Table 4-1. Activities are categorized, by shift and hour of occurrence, as Part I and Part II crimes, incidents, arrests, accidents, and ambulance assistance.

Determining actual activity is relatively straightforward. Translating activity into investigative time or performance time is more complex. Time for servicing a given occurrence requiring police action varies from one police activity to another. The time spent on the preliminary investigation of a robbery, for example, would be significantly greater than the amount of time spent in making an arrest or handling a disturbance call. While the process for determining time factors is an intricate one, it is generally considered to be reasonably accurate and an acceptable rationale for fixing patrol strength.

Most authorities agree that activity time varies from community to community depending on the area covered, the terrain, and the manner in which a police department deals operationally with particular activities. This is one reason for developing detailed data on response time for answering such calls. (Suggested procedures to improve this operational data-gathering activity are described in Section 8.1, Dispatch and Complaint Data.)

The following relative weights were assigned to activity categories in Woonsocket (see page 4-6).

TABLE 4-1

Woonsocket Police Activity (Sheet 1 of 4)
(November 1971)

Hourly Interval	Number Crimes		Incidents	Arrests	Accidents	Ambulance Assistance
	Part I	Part II				
1 (8 a.m.)	6	9	26	0	0	1
2	8	7	30	0	4	6
3	3	9	24	1	7	3
4	5	8	28	3	1	7
5	0	15	18	1	6	3
6	2	16	27	1	4	3
7	2	13	17	0	3	2
8	6	10	18	4	3	2
	32	87	188	10	28	27
1 (4 p.m.)	4	11	16	4	9	4
2	1	12	24	2	11	4
3	2	13	16	1	2	1
4	3	11	17	6	3	6
5	5	14	21	2	7	5
6	5	29	24	4	9	3
7	7	13	26	3	6	3
8	4	8	21	10	3	4
	31	111	165	32	50	30
1 (12 a.m.)	3	14	37	12	7	7
2	1	16	32	8	4	3
3	5	15	38	8	3	2
4	3	6	19	4	1	1
5	3	4	5	1	0	3
6	3	1	8	1	1	1
7	5	5	9	1	3	2
8	5	5	17	0	1	2
	28	66	165	35	20	21
	91	264	518	77	98	78

TABLE 4-1

Woonsocket Police Activity (Sheet 2 of 4)
(February 1972)

Hourly Interval	Number Crimes		Incidents	Arrests	Accidents	Ambulance Assistance
	Part I	Part II				
1 (8 a.m.)	3	6	18	1	2	3
2	5	12	30	0	2	2
3	5	14	18	2	8	3
4	2	10	16	3	3	5
5	1	7	20	2	1	10
6	3	8	35	0	4	8
7	2	17	17	1	9	5
8	2	12	16	5	4	4
	23	86	170	14	33	40
1 (4 p.m.)	4	11	24	4	10	6
2	5	13	27	2	10	3
3	3	11	29	4	10	4
4	5	20	24	1	11	5
5	2	18	35	5	4	7
6	3	9	39	7	2	4
7	4	6	22	8	5	6
8	3	10	37	10	5	2
	29	98	237	41	57	37
1 (12 a.m.)	5	10	45	1	6	3
2	5	7	43	6	2	5
3	6	9	32	5	1	4
4	1	4	19	2	5	4
5	0	2	10	1	0	0
6	0	1	11	0	1	3
7	5	1	12	1	0	2
8	6	3	19	0	0	1
	28	37	191	16	15	22
	80	221	598	71	105	99

TABLE 4-1

Woonsocket Police Activity (Sheet 3 of 4)
(May 1972)

Hourly Interval	Number Crimes		Incidents	Arrests	Accidents	Ambulance Assistance
Part I	Part II					
1 (8 a.m.)	7	16	21	0	0	2
2	4	18	35	0	2	3
3	3	20	44	2	2	3
4	9	15	22	2	3	4
5	1	1	17	0	3	3
6	1	17	28	3	4	6
7	3	15	29	0	2	7
8	2	17	26	2	4	1
	30	119	222	9	20	29
1 (4 p.m.)	4	12	20	0	7	4
2	1	14	34	1	6	8
3	2	14	25	2	3	2
4	2	7	40	3	5	6
5	2	13	35	6	9	4
6	3	20	44	8	8	3
7	7	24	45	10	5	4
8	4	13	42	9	10	1
	25	117	285	39	53	32
1 (12 a.m.)	6	17	71	4	5	5
2	5	11	55	7	10	6
3	6	6	33	8	1	2
4	1	7	29	3	2	4
5	2	2	16	0	2	1
6	1	1	4	3	0	2
7	5	5	20	0	2	1
8	7	12	17	0	1	2
	33	61	245	25	23	23
	88	297	752	73	96	84

TABLE 4-1

Woonsocket Police Activity (Sheet 4 of 4)
(August 1972)

Hourly Interval	Number Crimes		Incidents	Arrests	Accidents	Ambulance Assistance
	Part I	Part II				
1 (8 a.m.)	3	12	19	0	1	3
2	2	16	31	0	2	3
3	0	19	30	3	1	1
4	3	17	31	1	2	5
5	1	15	24	0	2	5
6	1	14	28	3	3	3
7	0	11	22	5	5	1
8	1	11	17	1	8	4
	11	115	202	13	24	25
1 (4 p.m.)	2	13	39	1	6	8
2	4	10	37	4	5	4
3	3	13	33	0	8	1
4	2	11	34	5	4	6
5	1	6	39	5	9	8
6	3	12	44	7	5	6
7	8	26	41	10	6	5
8	3	7	51	8	6	3
	26	98	318	40	49	41
1 (12 a.m.)	3	12	94	6	10	7
2	4	5	75	8	4	4
3	4	5	54	6	1	3
4	2	4	44	1	1	2
5	3	1	21	1	1	0
6	2	1	14	2	1	1
7	4	3	16	2	1	6
8	3	5	21	2	3	1
	25	36	339	28	22	24
	62	249	859	81	95	90

<u>Activity</u>	<u>Relative Weight Factor</u> <u>(45-minute units)</u>
Part I Crime	4
Part II Crime	2
Incidents	1
Arrests	2
Accidents	2
Ambulance Assistance	3

Using data from Table 4-1, average monthly activity levels by shift were developed and are presented in Table 4-2.

TABLE 4-2

Monthly Average Woonsocket Police Activity

<u>Shift</u>	<u>Part 1</u> <u>Crimes</u>	<u>Part 2</u> <u>Crimes</u>	<u>Incidents</u>	<u>Arrests</u>	<u>Accidents</u>	<u>Ambulance</u> <u>Assistance</u>
1	24	102	196	12	26	30
2	25	106	251	38	52	35
3	21	50	235	26	20	23

Table 4-3 represents the activity levels of Table 4-2 with the relative weights applied. This gives an approximation of the actual time spent in servicing the types of calls indicated by the activity categories.

TABLE 4-3

Average Monthly Police Shift Activity Levels
(By Weighted Values)

<u>Shift</u>	<u>Part 1</u> <u>Crimes</u>	<u>Part 2</u> <u>Crimes</u>	<u>Incidents</u>	<u>Arrests</u>	<u>Accidents</u>	<u>Ambulance</u> <u>Assistance</u>	<u>Total</u>
1	96	204	196	24	72	90	682
2	100	212	251	76	104	105	848
3	84	100	235	72	40	69	600
Total	280	516	682	172	216	264	2130

With activities weighted by time values, an indication of police patrol utilization and workload can be determined by the following analytical model:

$$\frac{\text{Patrol activity time by weighted value plus preventive patrol time}}{\text{Number of hours required to staff one shift with one patrolman full-time (243 hrs)}} = \frac{\text{Total patrolman strength required (number of men required to staff a shift multiplied by time-off factor)}}{}$$

where:

- Police activity time by weighted value = number of hours spent on activity calls and preliminary investigations.
- Preventive patrol time = the amount of preventive patrol time expressed as a time relative to activity time.
- Number of hours to staff one shift with one patrolman full-time = 243 hours.
- Time-off factor = number of hours necessary to staff one shift with one patrolman continuously (243 hours). (The number of hours a patrolman actually works after subtracting time-off, sick leave, vacation, etc., is usually about 143 hours. To attain full coverage for 243 hours would require an expression of $\frac{243}{143}$, or 1.7.)

The variable factor in this model is the proportion of total shift activity time which is spent on preventive patrol (a factor measured as a multiple of the weighted activity level). Thus, total shift time is equal to weighted activity time plus the product of the preventive patrol factor and its weighted activity time. Application of the model is shown in the following:

	A	B	C	D
Example	Average Monthly Weighted Activity Level for Woon- socket (hr) *	If Preventive Patrol Factor Used Is	Total Number of Patrolmen Required on Patrol (3 Shifts)	Total Patrolmen Strength Required to Realize Column C Force on Duty
1	1580	3.0	26	44
2	1580	3.5	29	49
3	1580	4.0	32	56

*Weight factor unit (0.75 hour) x total from Table 4-3 = Actual Activity hours expended for three shifts.

The total patrolmen strength assigned to patrol activities in the department is 56 men (see Table 2-1). To meet the dispatching requirements for three shifts requires five men (one man per shift x the 1.7 time-off factor). This leaves 51 men for field patrol assignments. For the model application, it can be seen that the department operates such that the patrol force serves slightly more than 3.5 times as many duty hours on preventive patrol or surveillance as it spends on answering calls for service. This proportion, which is not exceptionally high, indicates that the patrol strength is adequate. With the 3.5 factor of time available for preventive patrol and surveillance, it would appear that a higher rate of auto theft clearances should be attainable. This type of analysis should be performed on a periodic basis in the department by a planning unit when that is established as recommended (see Section 7.1).

In this manner workload can be distributed by redefining patrol sections based on weighted activity time (workload). Allocation of patrolmen to shifts should similarly be based on workload rather than administrative considerations.

4.2 Deployment of Patrol Personnel

In January 1971, the Mayor of Woonsocket issued an executive order outlining new patrol sectors, a reduced number of foot patrol beats, and the assignment of one- and two-man patrol vehicles to patrol sectors. This executive order was an attempt to upgrade the police department and to more effectively utilize personnel. It represented substantial improvement over the previous mode of operation and was for the most part well conceived. It was a first step in attaining a more effective use of department personnel assigned to the patrol function. With this change in the method of operations for the patrol function as a background of experience, additional efficiency can now be attained by the following:

- (a) Elimination of foot patrol beats
- (b) Use of one-man patrol cars exclusively
- (c) Increasing the level of supervisory personnel deployed with the patrol units.

4.2.1 Elimination of Foot Patrol Beats

The use of foot patrolmen is considered to be an inefficient use of patrolman power. Many progressive police departments operate without foot patrolmen; others maintain various numbers and shifts of foot patrols. It has been proven through analysis and experience that the foot patrolman is (a) a highly expensive form of coverage, (b) geographically restricted in surveillance and coverage, (c) non-competitive with vehicle coverage in terms of time required to cover a beat area, (d) able to provide only a rigidly limited and extremely inflexible coverage because of his lack of transportation, and (e) not mobile for reassignment to other locations where police services may be specifically requested. In Woonsocket, the inefficiency of the foot patrolmen is recognized and demonstrated. When a complaint is received at headquarters from a foot patrolman beat area, the dispatcher will usually assign a vehicular patrol rather than relate the complaint to the foot patrolman.

Another indication of ineffective use of foot patrolmen is the requirement for officers in the evening and morning shifts to conduct "door tries." Seldom if ever does the routine inspection of business premises result in the apprehension of a burglar. The chance that an officer will find an intruder in a business establishment he inspects night after night at about the same time or times is almost nil. Random but thorough inspection of high-hazard locations plus security of commercial properties have demonstrated better results. Such random inspections can best be performed by motorized patrolmen working from vehicles and paying closer attention to establishments which are prime (or frequent) burglary targets; such a procedure is much to be preferred over routine door shaking night after night.

The areas assigned to the foot patrolmen in Woonsocket are without question the areas of most activity; however, conspicuous patrol made possible by a mobile vehicular force with a much greater surveillance rate will strongly convey a sense of police visibility or on-the-scene presence in these areas.

Clearly, elimination of foot-patrol beats in the downtown area and increasing the vehicular patrol sectors is indicated. Before this can be done, however, the workload/activity levels within the entire city must be analyzed so that the patrol sectors can be designated based on the city-wide level of activities.

4.2.2 Use of One-Man Patrol Cars

The department should initiate a policy of using one-man patrol cars exclusively. Such a course of action would be a logical continuation of the rationale for change to one-man patrol operations in the day and evening shifts. The morning shift requirements are not that significantly different from the other two shifts to warrant use of two-man patrol cars.

Police officers, when working alone, are more alert. They take fewer chances working singly than when they are accompanied by another officer. Men working in pairs tend to attempt to demonstrate their courage and bravery even under extremely risky circumstances. Statistics have conclusively established that one-man patrol vehicles, backed up with readily-available assistance, are much safer than either two-man patrol vehicles or one-man patrol vehicles without assistance.

With a good one-man vehicle system, the key is the dispatcher and the working interrelationships of patrol units that are deployed in the field. The dispatcher should always dispatch at least two units to any incident which he suspects might be a trouble call. Although cars will work in individual sectors, all cars should have backup responsibilities in contiguous sectors.

The one-man patrol unit concept has received wide acceptance nationwide; decreases in crime rate experienced by some departments may be attributable in part to the deterrent effect of a large number of visible units.

The disturbing aspect of change to a one-man patrol concept in Woonsocket is that no training requirements for either the patrolman or the dispatchers for coordinated operations have been implemented. Such training should cover the operational procedures of using this patrol mode and a thorough understanding of the hazards associated with one-man patrol operations.

In addition, it is imperative that patrol supervisors must enforce safety rules and regulations for one-man patrol operations. The safety procedures currently in use by the Oakland, California, Police Department (Appendix A) are recommended for use as guidelines for the Woonsocket one-man patrol operation.

4.2.3 Increasing Level of Supervisory Personnel with Deployed Units

The effectiveness of the patrol force is directly related to the performance of the supervisory personnel deployed in the field. In the performance of the supervisory role, the police sergeant must, to ensure

efficient handling of all calls for services, be able to monitor activities within his area of responsibility. In addition, he should be able to respond to occasional routine calls to observe the response of the patrol, noting promptness, efficiency, and competence.

In order that patrol sergeants may perform their supervisory functions adequately, they must be given appropriate vehicular means of transportation. In addition, departmental policy should dictate that first line supervisors shall purposefully evaluate their subordinates on a continuing basis. Further, first line supervisory effectiveness can be enhanced by requiring the patrol sergeants to review all written reports submitted by patrolmen responsible directly to them.

In Woonsocket, lieutenants function primarily in an administrative capacity, seldom performing active field supervision. As a result, sergeants now receive less than adequate supervision themselves. Lieutenants should be "encouraged" to spend a portion of their workday in the field performing active supervision of their subordinates. As indicated, patrol sergeants must have personal use of vehicles to perform their supervisory responsibilities. In addition to improving supervisory effectiveness, vehicles available for supervisory use also will improve overall operational effectiveness by increasing the police patrol visibility in the city and serving as a backup to sector units assigned to a special call so that adjacent sectors are not left unpatrolled.

4.3 Scheduling Patrol Personnel

Presently, patrol personnel are scheduled to three shifts of approximately equal manpower. The failure of the department to designate different geographic patrol sectors for each of the three shifts (reflecting activity on a shift basis rather than on a 24-hour basis) is costly in terms of manpower underutilization. Activity on the morning shift, for example, is far slower than that on the night shift, especially after 3 a.m. A thorough analysis of all police activity, assigning weighted values according to incident, and place, day, and time of occurrence, should be conducted. A completely new and more efficient scheduling plan could then be adopted by the department to schedule the personnel according to activity and sector needs. Also, consideration should be given to the possibility of devising several overlapping shifts so that adequate coverage is provided for changeover periods between shifts.

4.4 Personnel Utilization

A pressing planning need in the department is an in-depth evaluation of the use being made of all personnel. Instances of underutilization of personnel resources were evident during the course of this brief investigation. For example, the assignment of a garage man in addition to a station man for duty at headquarters during the day and night shifts

is superfluous. The use of sworn policemen to perform such duties as washing patrol cars and maintaining the station, including janitorial tasks on weekends, should be eliminated. Washing of vehicles should be contracted to an outside agency or car wash. Similarly, janitorial services on weekends should be supplied by other than sworn personnel. The assignment of sworn personnel to these duties and responsibilities not only has a detrimental effect on morale but is obviously a waste of manpower.

Considering that the department has 68 personnel assigned to the patrol function, the assignment of a garage man on two shifts full-time ineffectively employs the equivalent of five percent of the total force assigned to the patrol function. (Three men are required to staff an assignment fully for three shifts. With a normal time-off factor of 1.7, the men required would equal 5.1. Since this assignment is manned on only two shifts, then the requirement is reduced to 3.4 men which is equivalent to five percent of the total force in the patrol function.)

Similarly, sworn personnel are used as dispatchers. This task, similarly employing eight percent of the total patrol force, could easily be performed by civilians. Civilian dispatchers are being used extensively in progressive departments (including the Providence Police Department) with a large degree of success.

Achieving more effective manpower usage by such means as transferring the functions of clerical and/or auxiliary services from police to civilian personnel whose salary ranges are lower, would enable the department to place more police on street patrol and thus provide more adequate services.

4.5 Communications Procedures

4.5.1 Continuous Communication with Patrol Units

Continuously open communication channels must be maintained between the dispatcher at police headquarters and all deployed units at all times. This is presently possible for all foot patrolmen, and for the vehicle patrols except when the patrolman is away from his vehicle. A requisite safety feature for one-man vehicle operation is that continuously open communication channels be maintained with a designated backup unit and with headquarters. This capability should be provided for the Woonsocket police. The present vehicle radios can be replaced with a console system such as the Motorola PREP. This removable unit, inserted in the console, serves as the vehicle radio. When removed from the console it becomes a portable walkie-talkie to accompany the police officer while he is away from the vehicle. Such a system ensures a continuous communication link.

4.5.2 Signal and Code System

Police radio transmissions in Woonsocket are made in plain language. This permits unnecessary disclosure of police intentions and operations to persons outside of the police community. Thus, the police department should investigate the use of scrambling devices such as are used by nearby police departments. A signal and code system as shown below (see Appendix B for list of signals) also is recommended.

Typical Police Code System

- Code 1 Proceed without siren (use roof light only)
- Code 2 Hazardous call
- Code 3 Use all practical haste
- Code 4 Not important (do at earliest convenience)
- Code 5 Assistance on the way
- Code 6 Wait for assistance

A laminated signal-and-code sheet should be mounted on the dashboards of all police vehicles. All dispatches should be made in code.

5. PERFORMANCE EVALUATION

5.1 Departmental Personnel

The total 1973 budget of the Woonsocket Police Department is \$1,119,763. Of this total, \$961,072 (86 percent) is for personnel. With such large expenditures for personnel, the department and the city administration should be interested in objective evaluations of the performance of the department's personnel. Presently, there is no department requirement or procedure for evaluating personnel who have passed their six-month probationary period. This survey was not able to uncover a single dismissal based on evaluation at the end of the probationary period.

Ideally, periodic performance evaluations should serve the following purposes:

- Keep personnel abreast of job requirements
- Keep personnel apprised of their superior's rating of their performance
- Stimulate recognition and reward for good work
- Help supervisors to recognize weaknesses
- Give superiors information for remedying deficiencies
- Identify specific training needs of individual personnel
- Identify general training needs
- Provide a continuing record of department personnel performance history.

It is recognized that all these purposes cannot be fully accomplished from a performance evaluation program. However, it is a prime responsibility of an organization to ensure that its personnel perform at a level near their full potential. A practical and effective performance review and improvement program is essential in ensuring effective use of manpower resources.

Allowing superior performance to pass without acknowledgement, and deficient performance to exist without corrective action, has extremely adverse effects on morale, motivation, and job satisfaction. Even in

this brief investigation of the Woonsocket Police Department, indications of such conditions existing within the department were clearly expressed by various key individuals. When such conditions exist, the effectiveness of the individual, and ultimately the efficiency of the entire organization, is degraded.

It is thus highly recommended that a performance evaluation program be initiated for the department. The particular type of program most suitable for Woonsocket should be chosen by the department. A myriad of rating system techniques and forms is available.

As a minimum, the evaluation program chosen should include the following performance factors:

- Knowledge of work
 - Laws
 - Rules, policies, procedures
 - Techniques of current assignment
- Care of equipment and personal appearance
 - Vehicle and equipment
 - Uniform and personal equipment
 - Personal appearance and grooming
- Work effectiveness
 - Planning and organizing
 - Handling stress situations
 - Judgment and decision making
 - Managing, supervising and directing people
 - Volume and quality of work
- Ability to communicate
 - Spoken communication
 - Written communication
- Personal factors
 - Conduct
 - Attitude
 - Dependability
 - Human relations skills
 - Adaptability
 - Initiative
 - Cooperation

5.2 Evaluation of New Personnel

The most critical stage in staffing a police department is recruitment, for this determines the future quality of police service to the community. The recognition and acceptance of this fact by the appointing power is requisite for the community to receive superior service from well-trained, professionally oriented officers.

It seems paradoxical that organizations with the most stringent entrance requirements are generally those with the greatest number of applicants. However, compensation in these organizations is at least competitive with other occupations bidding for the services of men possessing education and ability. In addition, police departments with high entrance requirements generally promote the attractiveness of police service and the advantages to the individual who chooses a career in law enforcement. An analysis of most leading departments reveals many factors responsible for a successful system, but the most important is a high entrance requirement. The FBI, whose entrance standards are among the highest in the world, is probably the most efficient on a permanent basis. There is strong evidence that those police who meet high requirements and are correspondingly compensated, give a quality of service which is a bargain for the community. At the other end of the spectrum, in the system with low entrance requirements and low compensation to match, only less-qualified applicants are attracted to the job, and the service resulting is correspondingly low in quality.

The individual who passes the entrance requirements and begins a career in police service, first serves a probationary period of six months. Since there are many undesirable characteristics which a trainee can hold under control throughout this length of trial period, it is recommended that probation be increased to at least one year. Under competent supervision and with adequate on-the-job training, such an extended probation would most likely weed out the unsatisfactory employee before he became entrenched in a permanent job status. The supervision and training should examine the trainee's capacity to understand and execute orders, his alertness and ability to learn the techniques and mechanics of police work, and the aptitude and ambition he shows for the performance of his duties and for the assimilation of such police subjects as criminal law and public relations.

During the probationary period, the officer trainee who is in earnest will attempt to conform to the system as much as possible. If this period is long enough, the man will either demonstrate that he cannot adapt to the system or he will develop good habits which he is likely to keep for the rest of his police career.

An indispensable part of this system is a periodic rating of the officer trainee by his superiors. If the man is assigned to a uniform platoon (as is most often the case), his three superior officers should submit written evaluations of his performance at three- or four-month intervals. These reports should be written and submitted independently of each other. To ensure that this is done, the reports could be scheduled for submission on a monthly rotation basis, with each superior in turn evaluating the trainee on a different month. The reports from the several superiors of the trainee should be sufficiently similar in format that they all evaluate the same list of characteristics of the officer trainee. Each report should rate:

- (a) Efficiency on the job
- (b) Adaptability to the nature of police work
- (c) Interpretive skills and common sense
- (d) Physical potential (including absence of disease, unsuitability characteristics, or excessive use of sick time)
- (e) Dedication to the police service
- (f) Appearance and demeanor (including manner in which he deals with citizens).

The desired effects of the rating system are to increase the efficiency of the officer trainee and thereby the efficiency of the organization. It should serve to keep personnel morale high and make the superiors more analytical in judgments of their own men. Also, the rating system should enable superiors to determine if the men under their command are growing in the job, and should constitute a check on the superior's own ability. Further, men who perform unsatisfactorily should be exposed, as should those who passed the examination and municipal school but are unadaptable to the actual work.

6. IN-SERVICE TRAINING

Police training in the Woonsocket Police Department has been grossly neglected over the years. Except for specialized training in such things as breath analysis for key supervisory personnel, the only training provided by the department is limited to firearms. Once each year, department personnel are required to qualify in the use of personal firearms. Although some supervisory personnel receive specialized training courses, no attempt is made to capitalize on the value of these courses for other members of the department.

In short, no in-service training program exists in the department. Few law enforcement professionals will deny that training is one of the most important means of upgrading the quality of services and the overall effectiveness of a police department. Training is also instrumental in developing the supervisory personnel necessary to provide the future leadership for the department and to cope with today's crime problem. Training has traditionally been expected to provide members of the department with the techniques for effective and well-disciplined action. Modern police training must be strongly directed toward the necessary dealings with people. Perhaps more important than the inculcation of any technical police skill is the development of a proper philosophy and attitude of police service, a process which must be begun at the patrolman level in the department.

In-service training should be a continuing process involving all members of the department. The nature of law enforcement demands that the modern police officer be informed as to the latest developments in techniques, technology, and the constantly changing law. Experience is probably the single most important factor in developing a competent police officer. But the supplementary benefits of an in-service training program which is in continuous operation can mean the difference between a department with a mere handful of outstanding officers, and one in which a high percentage of officers can make a substantial contribution.

The instruction received by members of the department at Bryant College, Salve Regina College, and the University of Rhode Island, as well as numerous other schools and seminars, will not be discussed here; the benefits are obvious. The subject here is training designed to enable the officer to function more efficiently as a part of this particular department. It is recommended that this in-service training be divided into three phases:

- Recruit training
- Informational (to include changes in the law, new developments in the field, advances in

technology, changes in departmental procedure, firearms)

- Supervisory and command-level training.

6.1 Recruit Training

Upon completion of the 12-week municipal police school, the recruit becomes a probationary member of the police department. It is important to note that during the probationary period of indoctrination, the officer forms opinions and attitudes that will probably stay with him for the rest of his career. Thus it is imperative that this indoctrination period be under the direction of the most competent officers available. Elements which should be stressed include ethics and ideals, the general administration of the police department and its pattern of organization, and the departmental procedures concerning personnel and records. It is particularly important that each man be issued a copy of departmental rules and regulations and be required to thoroughly familiarize himself with them.

Another important phase of indoctrination is familiarization with, and training in, the various divisions of the department. From such experience, the officer comes to understand what is expected of him in various jobs within the department, and he is better able to supply others with needed information even outside of his own particular duty area. For example, a man who is fully aware of the needs of the Traffic Bureau will generally make a more complete report of an auto accident to ensure that he has supplied the necessary information. The reporting procedures cannot be stressed too strongly; accurate records are necessary for measuring performance, administering the department and planning for future operations.

6.2 Informational

This type of in-service training should include all those aspects of training which contribute to the efficient operation of the department on a day-to-day basis. For example, formation of a riot squad, if community needs require such a squad, would be under this type of training. Also included would be changes in the law which all members of the department should know (Federal and state as well as local ordinances). (The feasibility of providing this training during off-duty hours is questionable since the compensatory-time provisions could make the cost prohibitive.)

6.3 Supervisory and Command Personnel

In-service training for these officers should cover changes in departmental procedures, evaluation of performance, dissemination of intelligence, and planning of operations to cope with problem areas. The usual

medium for this training is periodic meetings, including supervisory personnel and their divisional commander. The main purpose of these meetings would be to evaluate present operating procedures and to plan for correction of deficiencies.

Although this outline of an in-service training program for the Woonsocket Police Department will be costly and time consuming, anything less than such a comprehensive system of in-service training simply will not provide the information nor yield the level of skill required for each man in the department if the community is to receive the type of police service it expects and demands.

7. ESTABLISHMENT OF NEW DEPARTMENT POSITIONS

7.1 Planning

The obvious need for planning in the Woonsocket Police Department must be met by the installation of a planning system. Planning, which is essential simply from a cost standpoint, can also pay large dividends in determining actual present needs and in evaluating innovative policies and procedures which have been tried and proven effective in other departments. Through the use of departmental records and other statistical data, a planning function within the department can be invaluable in assessing departmental deficiencies, determining future personnel and equipment needs, and deploying patrol personnel in a manner consistent with the city's needs for law enforcement.

The department presently collects some data on operational activities. These data are summarized for the Uniform Crime Reporting System for the FBI. Any other use of these data (on an "as required" basis) must be preceded by cumbersome and protracted efforts at accumulation and analysis.

The department should assign an individual full-time to the planning function. He should operate in a staff capacity and report directly to the Chief of Police. He should display an interest and capability in police analysis, whether he is an officer within the department or whether he is a civilian analyst with some police experience.

An initial assignment for this individual would be to rewrite and update the department's rules and regulations. These have not been revised since August 1945, and are presently unavailable for distribution to new members of the department. Once this publication is rewritten, it is important that it be kept current.

The duties of the planning function should also include the following:

- Review current developments in law enforcement and consider applications in Woonsocket
- Formulate and review recommendations for policies and procedures
- Assist, from a planning standpoint, in the implementation of new policies and procedures
- Conduct analyses in police administrative and operational activities

- Compile the department's report
- Assist in developing current and long-range budget estimates
- Collect and interpret statistical data regarding crime, manpower, deployment of personnel, and financial expenditures
- Assist in the development of work simplification programs.

7.2 Police/Community Relations Position

No modern police department can operate effectively without the support of the community it serves. Whether community relations efforts are carried out through direct contacts by officers on the street, by contacts with newspapers, television and radio, or by administratively formal programs, the objectives should be the same:

- To promote the image of the police department within the community
- To establish a continuing liaison between the police department and the citizenry.

It is particularly important at this time, with the recent change in command and the implementation of more changes in the department resulting from this investigation, for the acting chief to have a person specifically responsible for formalizing relations with the news media and developing public relations programs to keep the people of Woonsocket informed on what is happening and why.

The duties of the community relations officer should include the following:

- Coordinate police/community relations programs
- Plan, develop, and supervise programs to interpret police work to problem groups
- Receive, review, and attempt to adjust complaints of conflicts between the police and problem groups
- Consult with and advise the police chief in all matters relating to improving the understanding between the community and the police

- Provide speakers to address private, civic, governmental and fraternal organizations on programs designed to provide better understanding in the area of police/community relations
- Develop plans for reporting and analyzing problem situations in the community and develop remedial or preventive programs
- Attempt to interpret factors involved in community tensions and conflicts as related to the police department.

8. RECORDS MANAGEMENT

A well-managed and maintained record system provides a police department with the necessary data for effective operational and administrative decision-making. Operationally, reports of preliminary field investigations are used by the reporting officer, by detectives in conducting follow-up investigations, and by the prosecutor in court presentations. Administratively, the department requires accurate data in order to effectively utilize its manpower according to demand for services and the distribution of activities requiring police response within the city. If the appropriate data are available, personnel may be more effectively distributed according to shift and sector workloads, budgets more realistically prepared, and selective crime and traffic programs organized. Unless police records are complete and accurate, police administrators do not have the means to make intelligent decisions. Without the facts, command personnel do not have complete knowledge of internal and external problems, making it almost impossible to adequately address a problem.

An example of an administrative record deficiency observed during this brief investigation was that no records are maintained on the service and maintenance performed on the department's motor vehicle fleet. In general, the major weaknesses in records management observed in the Woonsocket Police Department are critical, particularly in:

- (a) The lack of complete recording of data on dispatching of patrol units in response to requests for services
- (b) The lack of content and preliminary investigation completeness in reports submitted by patrol personnel
- (c) The absence of any control exercised through a report and review process.

8.1 Dispatch and Complaint Data

Presently, records of dispatching field units to calls for service are kept on a radio log in the communications room. This log contains the following data: date, message number, unit called, unit received, time, assignment and location, and the patrolman operator. These data, once recorded, are not analyzed to evaluate operations and would be grossly inadequate for any meaningful analysis. Additionally, not all calls for service are recorded.

The Woonsocket Police Department should adopt a card system similar to the example shown in Figure 8-1, presently being used effectively by the Cranston Police Department.

When a call for service is received, the card is automatically stamped with a sequence number, date, and time of receipt. The dispatcher checks off the nature of the complaint and writes in the pertinent input information directly on the card. He then dispatches the appropriate unit, indicates the unit on the card, and stamps the card with the time of dispatch.

When the unit arrives on the scene, the time is reported to the dispatcher and the card is again stamped. Similarly, when the unit has completed the assignment, this time also is entered. The following critical evaluation items should be available:

- (a) Total response time. Time elapsed between receipt of call and arrival of patrol car at the scene of the incident.
- (b) Patrol car service time. The time elapsed between dispatch of patrol car and notification from patrol car to the dispatcher that the assignment is completed.
- (c) Patrol car travel time. The elapsed time between dispatch of patrol car and its arrival at the scene.

This procedure has the following advantages:

- (a) The automatic sequence numbering and the date/time stamping ensures full accountability and completeness of operational data on all complaint calls received.
- (b) Data necessary for patrol planning and development and for evaluating operational effectiveness will be available and useful for these purposes.

When a patrol car is out-of-service and not available for assignment by the dispatcher, an out-of-service request card (Figure 8-2) is time stamped and filled out to indicate the duration of the unavailability of the patrol unit and the reason for being out-of-service.

COMPLAINT/DISPATCH CARD										CHARTERED DEPARTMENT			
<input type="checkbox"/> NEW REC'D. <input type="checkbox"/> RADIO <input type="checkbox"/> ENGINE <input type="checkbox"/> TIRE <input type="checkbox"/> OTHER VIEW		NATURE OF COMPLAINT-SERVICE				VERIFIED COMPLAINT				PLANNED/REPORTED AMR <input type="checkbox"/> REP <input type="checkbox"/> OT <input type="checkbox"/> UNIT			
LOCATION OF INCIDENT-SERVICE FLEET/DEPT						UNIT ASSIGNED		DATE OF USE		DATE REC'D.		CASE REPORT NUMBER	
COMPLAINANT-REQUESTOR						REPORTING OFFICER		PROCESSED BY					
ADDRESS OF COMPLAINANT-REQUESTOR						PHONE							
VEHICLE		COLOR		YEAR		MAKE		MODEL		LICENSE		DIRECTION	
ADDITIONAL DETAILS												RELEASED CANCELLED TRANSFERRED OTHER	
RECEIVED BY				CODE NO.		DISPATCHER				CODE NO.		APPROVED BY	

110025102

Figure 8-1. Proposed Record Keeping Card

OUT OF SERVICE COMPLAINT RECORD CARD										CHARTERED DEPARTMENT			
10-7 <input type="radio"/> 10-10 <input type="radio"/>		REPORTING/REQUESTOR OFFICER				DATE REPORTED		UNIT ASSIGNED					
11-0 <input type="radio"/> 12-0 <input type="radio"/> 13-0 <input type="radio"/> 14-0 <input type="radio"/>		15-0 <input type="radio"/> 16-0 <input type="radio"/> 17-0 <input type="radio"/> 18-0 <input type="radio"/>		19-0 <input type="radio"/> 20-0 <input type="radio"/> 21-0 <input type="radio"/> 22-0 <input type="radio"/>		23-0 <input type="radio"/> 24-0 <input type="radio"/> 25-0 <input type="radio"/> 26-0 <input type="radio"/>		27-0 <input type="radio"/> 28-0 <input type="radio"/> 29-0 <input type="radio"/> 30-0 <input type="radio"/>		31-0 <input type="radio"/> 32-0 <input type="radio"/> 33-0 <input type="radio"/> 34-0 <input type="radio"/>			
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The record-keeping card and out-of-service card together with the procedure indicated have proven to be highly effective for evaluating patrol operations and maintaining a complete accountability record for patrol unit time. The immediate implementation of this system is recommended.

8.2 Completeness of Reports

A review of the reports written by Woonsocket patrol personnel indicates that, for the most part, the reports are grossly incomplete and some do not contain even the most basic necessary data. The form presently in use is a narrative type which requires excessive time to generate and usually gives less information than is needed for followup and review. The type of data that is included is left to the discretion of the reporting officer.

To make report writing less time-consuming yet more comprehensive, a highly structured reporting format is recommended. The recommended reporting forms for different types of incidents are presented in Appendix C. On these forms, the controlling key is the sequence number for the case report which is assigned by the dispatcher when a call for services is received. The basic information (top right corner of the form) is specifically designed to facilitate the development of card files for reference. Such files include:

- Master card index by complainant and victim
- Location of complaint
- Crime class
- Unit productivity.

These card files are generated by duplicating the upper right portion of the report. Adoption of this type of report form is recommended.

8.3 Report Review Process

The report review process is clearly a function of supervision. Supervisors must undergird the success of the entire reporting system by insisting that field reports be accurately and properly completed, and by stressing the purpose and value of proper report writing. The immediate supervisor of a platoon should have primary responsibility for the quality of reports submitted by the group. The supervisor should sign each report, thereby placing himself on record that the report is acceptable in terms of completeness.

The reports should then be reviewed by the day shift commander. If he finds that a sergeant has signed an unacceptable report, both the patrolman and sergeant have performed their duties inadequately, and this information should be used by command personnel in preparing the performance evaluations of the individuals involved.

9. FACILITIES

The Woonsocket Police Department is currently housed in a structure built in 1904. Any police official or law enforcement professional entering this building can recognize the poor and inadequate housing conditions it provides for the police department. Actually, the facility is somewhat of a paradox. Although there is plenty of space to accommodate the units of the department, basic design of the building precludes effective functional usage for modern police operations. Good office equipment is nonexistent and facilities for interrogation and detention of prisoners are inadequate. Some areas of the building such as the Traffic Bureau, are congested; others are spacious and seldom used. This situation is well known to the city administration. Clearly, the present Police Headquarters building is functionally obsolete and cannot in its present state and arrangement properly accommodate the various departmental units that must operate within it. New facilities are urgently needed.

The alternatives are the building of a new facility or the extensive renovation of the existing facility or another available structure in a suitable location within the city.

At first glance, conversion may appear to be the most practical and economically attractive solution. However, the practicality of conversion cannot be determined without considerable analysis.

It is now critical for Woonsocket to undertake an in-depth assessment of the physical needs of its police department and to evaluate where law enforcement fits into the city's hierarchy of values. In this assessment, the city administration should think of more than just solving today's problems; they should develop a plan of action to address immediate problems in a systematic way and long-range problems on a time-phased basis.

The build or convert question must be addressed objectively by performing a predesign facility study which must include the interrelated analyses to translate functional requirements into physical facility and space requirements. This type of analysis is necessary for either a new facility or conversion of available facilities. The required analyses will include the following:

- o Functional Analysis of Operations. An analysis by functional area such as patrol, detectives, communications, etc., and the tasks and activities performed by the department.

- Analysis of Physical Need. An evaluation of each functional area as to what can be done with physical facilities and equipment to make the performance of that function as efficient as possible. The requirements to be considered must include: (1) space proximities of intra-related police department units (e.g., communications and records), and (2) the interrelationships between the uses of the facilities by agency personnel, general public, and prisoners.
- Cost Estimates. An estimate of costs for new facilities and equipment required, compared with the cost of converting or redesigning existing candidate facilities.
- Cost Optimization of New and Existing Candidate Facilities. An analysis of cost trade-offs to determine the configuration of facilities and equipment that can best meet the projected needs within a given budget.

These steps represent the necessary analyses to resolve the build or convert question. While the output is architectural, clearly the approach must be interdisciplinary, with systems and cost, police technology, and physical design analyses prerequisite to any architectural design work. The police department is unique to the community it serves; to duplicate a structure design for some other community would only cause future problems. This study, although brief, strongly suggests that the build or convert question must be answered through the above indicated analyses before the best decision can be reached.

Over the past several decades, and after considerable trial and error, basic facility requirement features for police departments have been developed to permit efficient operation. Police facility design must be planned to accommodate the needs of the department with particular attention to security, communications, records, supervision, and other concepts needed for effective police operations. Basically, facility requirements can be classified by the three principal users of the facilities and the functional interrelationships among the users. These users are:

- Agency personnel
- The general public
- Prisoners.

Each of these users or user-categories dictates specific requirements which must be incorporated into the facilities in such a way that the needs of each are considered as they relate to each other as well as to the entire department.

Also to be considered are the additional benefits to be derived from modern police facilities. These may prove to be the most valuable in the long run. Up-to-date facilities and equipment will contribute immeasurably to the morale of the police officers using them. Visits to other police departments which have just acquired new facilities have clearly indicated this. It is not difficult to document the many ways in which the present facilities and equipment impede the day-to-day operations of the Woonsocket Police Department. Less obvious but equally damaging is the way in which morale suffers from the rundown and out-of-date resources with which the police department must operate. It has been proven in other cities and in other professions that modern equipment and facilities give people a more professional feeling, a greater willingness to do a good job, and more pride in what they are doing. Thus, the city must be convinced that modernized facilities would generate substantial improvements in police morale and services to the community.

Interim Low Cost Improvements

There are, however, some low-cost changes to the existing facility which should be considered because they would result in immediate improvements to department operations. These would include the following:

- The construction of a property and evidence room for storage of police property and evidence that is presently stored haphazardly on file cabinets and in corners of offices. This room could easily be constructed in the spacious and infrequently used second-floor assembly room.
- The construction of counters or business windows at the traffic and complaint desk spaces to provide a physical separation between police officers and the public. Presently, the public has direct access to these police office spaces.
- The complaint desk and the dispatching/communications desk should be closer together, without any wall barrier between

them. This will simplify and improve the interaction between the dispatcher and the desk sergeant, particularly in peak activity periods.

- A holding cell or secure room should be planned near the juvenile office to permit secure custody of youths until they are removed to another facility or put into temporary detention.

10. ENFORCEMENT OF DEPARTMENTAL POLICIES, PROCEDURES, RULES AND REGULATIONS

To operate effectively, the command personnel of the Woonsocket Police Department must direct operations through intermediate supervisors and written directives defining policies, procedures, rules, and regulations. Directives clarify the purposes and objectives of the department and its subordinate elements so that all activity is characterized by a singleness of purpose. In turn, supervisory personnel use such directives as general and specific guidelines for generating standard procedures, rules, and oral direction.

The rules and regulations of the Woonsocket Police Department were last updated and adopted in August 1945. Clearly, such rules and regulations need revision to conform with administrative and operational changes which have taken place since that time. However, a more serious constraint to effective service is that new personnel are not given a set of even the 1945 rules and regulations.

It is indeed timely that the department establish a systematic procedure for the strengthening of controls over department operation. This suggests a need to:

- Revise and update the 1945 rules and regulations throughout the department.
- Compile a simplified loose-leaf set of policies and procedures which synthesize general orders, rules and regulations as they apply specifically to the duties and responsibilities of patrolmen.
- Compile separate simplified loose-leaf sets of policies and procedures which synthesize general orders, rules, and regulations as they apply to each individual operational rank and specialty.
- Furnish each officer within all operational components of the department with a set of policies and procedures; maintain control over insertions and deletions.
- Establish specific methods for the rigid enforcement of policies and procedures, and clearly articulate disciplinary action for violation and infractions.

APPENDIX A

Safety Rules for the One-Man Patrol Officer

SAFETY RULES FOR THE ONE-MAN PATROL OFFICER*

Equipment

Before going out on the beat, every officer should make certain he is fully equipped. You will have no partner to furnish you with any equipment. Some of the things to check are:

1. Gun and handcuffs.
2. Extra ammunition.
3. Baton.
4. Flashlight and fresh batteries.
5. Notebook and pen or pencil.
6. Field binder with all reports.
7. Citation book.
8. All other equipment you are required to have.

Action on Calls

When a single unit is assigned a call and the officer feels he will need assistance, he should:

1. Request assistance immediately.
2. The officer requesting assistance is to stand by until the arrival of the assisting unit, if practical.
3. Many times it may be necessary for the officer to take immediate action and not await the arrival of the assisting unit.

When two units are assigned a call which may involve potential danger, the first unit at the scene shall:

1. Make an outside-the-scene survey and await the arrival of the second unit, if practical.

*Oakland, California, Police Department Daily Training Bulletins, Volume IX, Bulletin 32, August 8 through August 20, 1960, Oakland, California.

In any situation the first officer on the scene may be required to take immediate action. The fact that it would be prudent to await assistance does not relieve the first officer of his responsibility:

1. For the protection of life.
2. To assist the victim if in physical danger.
3. To answer any call for help from the victim.
4. To provide first aid or call for medical assistance.
5. To apprehend the criminal.

Each occurrence will dictate the officer's actions according to individual circumstances of the case. The officer shall be alert and protect himself at all times.

When confronted with an "on-view" assignment, the officer shall make an immediate determination of the type and amount of assistance he will need to handle the situation.

1. When advising the radio dispatcher of the assistance he will need, the officer shall be specific and accurate.
2. The radio dispatcher is not at the scene and cannot determine your needs unless you tell him.
3. Units may needlessly be dispatched to the scene unless you make your needs clear.

If units are needlessly dispatched to a scene, it may place a fellow officer in a position of danger if he should need immediate assistance.

Officers shall not answer radio calls unless they are specifically assigned to the call or ask to assist the unit assigned.

1. If an officer wishes to cover in on a call to which he is not assigned, he must first contact radio, make known his intention, and receive permission from the radio dispatcher.

Beat officers who respond to assignments without being assigned or authorized are jeopardizing other nearby units by not being available in the event of another emergency or major incident.

When a radio assignment is made, the adjacent beats should drift to that portion of their beat closest to the call, thus allowing them to respond immediately in event of an emergency. A special-duty unit in

the area may personally check at the scene to see if assistance is needed, but only after advising the radio dispatcher of their intention to do so. If assistance is not needed, the special-duty unit shall return to the assigned areas.

Regardless of the nature of the call or number of cars assigned to assist in handling the call, the beat officer shall be responsible for completing the assignment and making all necessary reports. If the beat officer is not available for assignment, the radio dispatcher shall designate a unit which shall be responsible for completing the call and the reports.

Responsibility of Radio

On all calls or requests for police service the radio room personnel shall:

1. Obtain as many facts regarding the situation as possible before dispatching a unit.
2. By careful screening of all calls, determine the number of units to be dispatched to an incident.
3. Maintain complete control over dispatching of units and allow only those units to respond which have been assigned to a call or those units which have requested permission to cover in, if practical.
4. Whenever practicable, assign two units to calls which involve danger or potential danger, such as family disturbances, crimes in progress, mental cases, known or suspected dangerous persons, drunkenness, and so forth.

Stopping Traffic Violators

Prior to stopping the violator, the officer must remember to take every precaution to protect himself:

1. From any sudden attack by the violator.
2. From other hazards such as traffic.

After deciding to stop the violator and issue a warning or citation, the officer should:

1. Select a satisfactory place for the violator to stop his car.
2. If possible, make the stop on a populated business street where he has a distinct psychological advantage.
3. When the stopping site has been selected, use red light, horn, hand signals, siren, spotlight, or any combination of these to attract the attention of the violator and let him know the police department is ordering him to stop.

When the violator has stopped, the officer shall:

1. Advise radio of his unit number, location, type of stop, and license number of the violator vehicle.
2. Write down the license number of the violator vehicle on a paper which will remain in the car, such as the "hot sheet."
3. Check the license number of the violator car against the "hot sheet."
4. Complete these procedures before leaving the police car.

One of the most hazardous moments of making any traffic stop is parking the police car and approaching the violator car. At this moment the officer must divide his attention between:

1. Parking the police car.
2. Watching for danger from other street traffic.
3. Watching the driver of the violator car.

The recommended position for parking the police car is the following:

1. Eight to fifteen feet to the rear of the violator car.
2. Protected from other street traffic because of the offset position.

The officer shall leave his red light on (day or night) as a warning to approaching motorists.

When approaching the violator car, the officer shall make his approach from the left rear, keeping close to the violator car. This makes it possible for the officer to look into the rear and side windows before approaching the driver.

The officer should never carry his citation book in his gun hand, but keep this hand free.

The position of the officer while talking to the driver is very important:

1. He should stand slightly to the rear of the left front door of the violator car.
2. This forces the driver to turn to the rear to observe and talk to the officer.

Proper position will also protect the officer from any sudden attack by the violator, such as opening the car door.

If the officer is going to ask the violator to step out of the car he should:

1. Use his left hand to open the door of the violator car.
2. When the door is open, swing backward with the swing of the door. This allows him to face oncoming traffic and also observe all of the violator's movements while leaving the car.

The officer should then have the violator walk to the curb and hold his conversation off the street.

1. This will protect the officer and violator from traffic hazards.
2. Do not talk to the driver while standing in the street.
3. Never stand between the violator car and police car while talking to the violator or writing the citation.

Stopping Felony Suspects

Officers operating a one-man patrol car will have occasions to stop known felony suspects or persons suspected of having committed a felony.

1. It is here that the officer must appreciate the difference between common sense and foolishness.
2. When the suspect is a known felon, or when there are several possible felons in the car, the officer shall CALL FOR ASSISTANCE.

Prior to stopping a known or possible "hot" suspect, the lone officer should notify radio of his intention to do so. Success or failure of any activity may depend upon the information given radio.

In his initial broadcast the officer shall give:

1. His unit number.
2. His location.
3. Description and license number of suspect vehicle.
4. Direction of travel and last street crossed.

Be sure to get confirmation from radio before taking any action.

Here again, the officer should write down the license number of the suspect's car on a paper which will remain in the police car. This is to be done as soon as practicable.

The lone officer should tail the suspect car until assistance arrives or he is sure assistance is immediately available.

When officer is certain of his assistance he should select the stopping site.

1. If the stop is made either day or night, the advantage is with the officer if he is able to stop the suspect at a known address or location. This makes it much easier for the assisting units to locate you.

2. If the stop is made at night, the officer should attempt to make it in a well-lighted area where he will have a definite advantage.

When the officer has selected his stopping place, he should signal the suspect vehicle to stop and position the police car for a felony stop.

The police car should be to the rear of the suspect car eight to fifteen feet, offset to the left with the front angled toward the center of the street.

In this position the officer is afforded maximum visibility and protection.

When the suspect has stopped, the officer should:

1. Get out of his left front door with his gun drawn but not cocked.
2. Use the hood of the car as cover. (In this position the officer is best protected against any attack from the suspect.)

If the stop is made at night, the officer should use his spotlight to shine in the rear window of the suspect car.

1. This will have a tendency to blind the suspect.
2. It will aid the officer in observing the suspect and his movements.

From this point the officer should control every move the suspect makes.

Now the suspect is stopped, and the officer is in position. The next thing to do is:

1. Identify yourself and tell the suspect he is under arrest.
2. Do this in a loud clear voice. POLICE--YOU ARE UNDER ARREST.

By doing this, even though you are in uniform and in a marked car, there can be no doubt as to your identity or purpose.

1. Order the suspect to place both hands on top of his head.
2. Order the suspect to place both hands flat against the windshield.
3. Order the suspect to place both hands and arms out of the left front window, hands empty, where you can see them.

Any of the above positions may be used at the discretion of the officer. It is recommended the third position be used with a single suspect and the first position be used with multiple suspects.

1. The important thing to remember is to freeze the suspect(s) in a position where you can see their hands and movements.

Next, you want to eliminate the possibility of escape. To do this:

1. Order the driver to use his left hand to turn off the ignition of his car and throw the key into the street.
2. When this has been done the officer should order the suspect back into the position and hold him there until the arrival of the assisting units.

Upon arrival of the assisting units, the driver shall park his car behind the first police car and assume a position to the right rear of the first police car.

1. In this position the assisting officer is able to observe the suspect(s) and still be protected by the police car.
2. The assisting officer should make his presence known to the suspect(s), thus decreasing the possibility of sudden attack.

Now you are ready to get the suspect(s) out of the car.

1. The first officer should give all commands while the assisting officer acts as guarding officer.

2. It is very important for only one officer to give the commands, to eliminate any confusion which would result from both officers attempting to give orders at once.
3. When giving the commands, speak in a loud voice, using as few words as possible; be specific when ordering the suspects and make the commands clear.

The following sequence is to be used when removing the suspect(s) from the car.

1. Order the driver out first. DRIVER--WITH YOUR LEFT HAND, OPEN THE DOOR AND GET OUT OF THE CAR--KEEP YOUR BACK TO ME.
2. When he is out of the car, order him to the left and slightly forward of the car and place him in the kneeling search position.
3. The second person out of the car will be the front passenger. YOU--IN THE RIGHT FRONT SEAT--KEEP YOUR HANDS ON YOUR HEAD AND GET OUT ON THE DRIVER'S SIDE.
4. When he is out of the car, move him in a position next to the driver.
5. The passenger in the left rear seat will be ordered out of the car next, then the passenger in the right rear seat.
6. When removing the suspects, order all of them out on the left or driver's side of the car.

Now that the suspect(s) are out of the car, the first officer will act as guarding officer while the assisting officer checks the car for the other suspect(s) and locks the car.

After the car has been checked and locked, the suspects may be searched.

To search the suspect(s), the assisting officer will act as guarding officer while the first officer searches the suspects.

1. The suspects will be ordered, one at a time, to stand up, keeping their hands on top of the head, and moved to the suspect vehicle.
2. At the car the suspect will be placed in a wall search position and the search conducted.
3. This procedure is to be repeated for each suspect.
4. As the search of each suspect is completed, he will be returned to the kneeling search position.
5. If the wagon is at the scene, the suspects may be placed in the wagon upon the completion of the search.

APPENDIX B
Radio Signal Codes

Signals

SIGNAL 1 OFFICER IN TROUBLE
SIGNAL 2 ROBBERY
SIGNAL 3 HOMICIDE
SIGNAL 4 HOLDUP/ARMED
SIGNAL 5 HOLDUP/UNARMED
SIGNAL 6 PERSONAL INJURY ACCIDENT
SIGNAL 7 ACCIDENT/NO PI
SIGNAL 8 BURGLAR ALARM
SIGNAL 9 FIRE ALARM
SIGNAL 10 PROWLER
SIGNAL 11 HIT AND RUN ACCIDENT
SIGNAL 12 DISTURBED PERSON
SIGNAL 13 FAMILY TROUBLE
SIGNAL 14 EXPOSING
SIGNAL 15 GUNFIRE
SIGNAL 16 ATTEMPTED RAPE
SIGNAL 17 RAPE
SIGNAL 18 ASSIST OFFICER
SIGNAL 19 ASSIST CAR
SIGNAL 20 ASSIST AMBULANCE
SIGNAL 21 B&E INVESTIGATION
SIGNAL 22 MOTOR VEHICLE LISTING
SIGNAL 23 STOLEN MOTOR VEHICLE
SIGNAL 24 MISSING PROPERTY
SIGNAL 25 MISSING PERSON
SIGNAL 26 NEIGHBOR TROUBLE
SIGNAL 27 NARCOTICS INVESTIGATION
SIGNAL 28 RUNAWAY
SIGNAL 29 ABANDONED MOTOR VEHICLE
SIGNAL 30 ASSAULT
SIGNAL 31 ACCOSTING
SIGNAL 32 ATTEMPT LOCATE
SIGNAL 33 STOLEN RECORD
SIGNAL 34 CIVIL MATTER
SIGNAL 35 COMMITMENT
SIGNAL 36 DISTURBANCE
SIGNAL 37 FIGHT
SIGNAL 38 DEAD ANIMAL
SIGNAL 39 ESCAPEE
SIGNAL 40 ESCORT
SIGNAL 41 FLIM-FLAM
SIGNAL 42 FOUND PROPERTY
SIGNAL 43 GANG OF KIDS
SIGNAL 44 GAS UP

SIGNAL 45 HAZARD
SIGNAL 46 JUVENILE COMPLAINT
SIGNAL 47 LARCENY
SIGNAL 48 GIVE LOCATION
SIGNAL 49 LIQUOR VIOLATION
SIGNAL 50 LOST PROPERTY
SIGNAL 51 MALICIOUS MISCHIEF
SIGNAL 52 DRUNK ON STREET
SIGNAL 53 SICK OR ILL ON STREET
SIGNAL 54 PERSON LYING ON STREET OR GROUND
SIGNAL 55 MESSAGE
SIGNAL 56 MOLESTING
SIGNAL 57 PARKING VIOLATION
SIGNAL 58 ROAD CONDITION
SIGNAL 59 SHOPLIFTING
SIGNAL 60 HEART CASE
SIGNAL 61 SUSPICIOUS NOISES
SIGNAL 62 SPEEDERS
SIGNAL 63 SOLICITORS
SIGNAL 64 THREATS
SIGNAL 65 WANTED PERSON
SIGNAL 66 A.W.O.L.
SIGNAL 67 WIRES DOWN
SIGNAL 68 STREET LIGHT OUT
SIGNAL 69 HOT POLE
SIGNAL 70 WATER MAIN BREAK
SIGNAL 71 BURGLARY IN PROGRESS
SIGNAL 72 DISREGARD PREVIOUS ORDER

10-2 RENDEZVOUS
10-3 CALL THIS NUMBER
10-4 RECEIVED TRANSMISSION
TRANSMISSION COMPLETED
10-5 REPEAT TRANSMISSION
10-6 CALL STATION BY PHONE
10-7 RETURN TO STATION
10-8 OUT OF SERVICE
10-9 IN SERVICE
10-10 COMPLETED ASSIGNMENT

APPENDIX C

Typical Police Department Report Formats

POLICE DEPARTMENT

1. COMPLAINT NO.		26. CODE NO.		27. FILE NO.	
2. COMPLAINT DATE		30. CODE NO.		31. PERSON RECEIVING PRINTS	
3. COMPLAINT TYPE		32. TAKEN BY		34. CODE NO.	
4. COMPLAINT AS REPORTED		35. PERSON RECEIVING EVIDENCE/PROPERTY			
5. LOCATION OF COMPLAINT		36. STATEMENT WITNESSED BY			
6. BEAT OF OCCURRENCE		37. DATE/TIME OCCURRED		38. DATE/TIME REPORTED	
7. VICTIM		39. PROPERTY TAG NO(S)		40. PHOTOS TAKEN	
8. VICTIM'S ADDRESS		41. PROPERTY TAG NO(S)		42. PHOTOS TAKEN	

9. BEAT OF OCCURRENCE		10. TAB. DISTRICT		11. REPORTING UNIT	
12. VICTIM'S ADDRESS		13. CITY		14. BUSINESS PHONE	
15. DATE/TIME OCCURRED		16. DATE/TIME REPORTED			
17. PROPERTY TAG NO(S)		18. PROPERTY TAG NO(S)		19. PHOTOS TAKEN	
20. PROPERTY TAG NO(S)		21. PROPERTY TAG NO(S)		22. PHOTOS TAKEN	

23. VICTIM'S OCCUPATION		24. TYPE OF PREMISE WHERE OFFENSE OCCURRED		25. EXACT LOCATION OF VICTIM	
26. WEAPON, TOOL, OR MEANS USED		27. METHOD USED TO COMMIT OFFENSE		28. SUBJECT OF ATTACK OR PROPERTY TAKEN	
29. TRAFFIC MARK OF UNLAWFUL EVENT		30. EXACT WORDS USED BY OFFENDERS		31. EXACT WORDS USED BY OFFENDERS	
32. VEHICLE USED: COLOR, YEAR, MAKE, BODY STYLE, LICENSE NO., STATE, AND OTHER IDENTIFYING FEATURES		33. FLIGHT: DIRECTION, STREET, MEANS		34. FLIGHT: DIRECTION, STREET, MEANS	
35. HOLD PLATED ON VEHICLE		36. IF OFFENSE OCCURRED IN		37. IF OFFENSE OCCURRED IN	

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569. SUSPECTS:					

CRIMES AGAINST PROPERTY REPORT

POLICE DEPARTMENT

EXTRA COPIES	25. PHOTOGRAPHER	26. CODE NO.	27. PHOTO A SIGNMENT NO.
28. FINGERPRINTS <input type="checkbox"/> YES <input type="checkbox"/> NO LIFTED AT SCENE	29. PERSON HANDLING FINGERPRINTS	30. CODE NO.	31. PERSON RECEIVING PRINTS
32. EVIDENCE/PROPERTY FOUND AT SCENE	33. TAGGED BY	34. CODE NO.	
35. DISPOSITION OF EVIDENCE/PROPERTY	36. PERSON RECEIVING EVIDENCE/PROPERTY		
37. STATEMENTS TAKEN <input type="checkbox"/> YES <input type="checkbox"/> NO	38. TYPE OF STATEMENTS <input type="checkbox"/> ORAL <input type="checkbox"/> WRITTEN	39. STATEMENTS WITNESSED BY	
40. PERSON LAST SECURING PREMISE	41. ADDRESS	42. RESIDENCE PHONE	
43. DATE/TIME LAST SECURED	44. PREMISE LOCKED <input type="checkbox"/> YES <input type="checkbox"/> NO	45. PREMISE HAVE ALARM SYSTEM <input type="checkbox"/> YES <input type="checkbox"/> NO	46. SYSTEM OPERATIVE <input type="checkbox"/> YES <input type="checkbox"/> NO
47. DATE/TIME CRIME DISCOVERED		48. PERSON DISCOVERING CRIME	
49. ADDRESS		50. RESIDENCE PHONE	
51. TYPE OF PREMISE WHERE OFFENSE OCCURRED		52. EXACT LOCATION OF VICTIM AT TIME OF CRIME	
53. INSTRUMENT/MEANS USED		54. DIRECTION OF CRIME	
55. TYPE OF PROPERTY TAKEN/DAMAGED		56. TOTAL VALUE	
57. TYPE OF VEHICLE (YEAR, MAKE, BODY STYLE, LICENSE NO. AND STATE, OTHER IDENTIFYING FEATURES)		58. THREAT MARK OF UNUSUAL EVENT	

1. COMPLAINANT	2. S/P/DOB	3. NUMBER
4. COMPLAINANT'S ADDRESS	CITY	RESIDENCE PHONE
5. COMPLAINT AS REPORTED	7. COMPLAINT AS VERIFIED	
8. LOCATION OF COMPLAINT	9. BEAT OF OCCURRENCE	10. TAB DISTRICT
11. REPORTING UNIT	12. ASSIST. REPORTING UNIT	13. RESIDENCE PHONE
14. VICTIM (FIRM NAME IF NOT PERSON)	15. S/P/DOB	16. BUSINESS PHONE
17. DATE/TIME OCCURRED	18. DATE/TIME REPORTED	
19. NO. OF RECENTLY	20. NO. OF ARRESTS	21. PROPERTY TAKEN <input type="checkbox"/> YES <input type="checkbox"/> NO
22. PROPERTY TAG NO.	23. PHOTOS TAKEN <input type="checkbox"/> YES <input type="checkbox"/> NO	

60. HOLD PLACED ON VEHICLE <input type="checkbox"/> YES <input type="checkbox"/> NO		TOWED TO		61. OFFENSE OCCURRED IN ON ABOUT A LICENSED ALCOHOLIC BEVERAGE PREMISE		NAME OF ESTABLISHMENT		LICENSE TYPE		LICENSE NO.		DATE ISSUED/TO EXPIRE	
62. SUSPECTS	S/P/A	HEIGHT	WEIGHT	BUILD	HAIR	EYES	COMPLEXION	CLOTHES AND OTHER IDENTIFYING CHARACTERISTICS					IN CUSTODY <input type="checkbox"/> YES <input type="checkbox"/> NO
63. WITNESSES	NAME	S/P/DOB	ADDRESS	CITY	RESIDENCE PHONE	BUSINESS PHONE	WORK HOURS						

NARRATIVE: Identify and describe additional suspects or witnesses, as outlined above; if suspects in custody, explain facts of arrest, property found, statements made, and other pertinent details. Summarize chronological details of offense; observations made at the scene; state any official action made by complainant or officer. Continue information from above forms if necessary. If turned over to an investigative unit, state name, code number, and unit of investigator taking over.

REPORT REVIEW OFFICER	FOLLOW-UP NEEDED <input type="checkbox"/> YES <input type="checkbox"/> NO	SUSPENSE DATE	DATE CLOSED	REPORTING OFFICER	CODE NO.	SUPERVISOR APPROVING	CODE NO.
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POLICE DEPARTMENT

1. TYPE OF CASE	2. DATE AND TIME OF OCCURRENCE	3. POLICE REPORT NO.
4. NAME OF INVOLVED PARTY	5. EXTENT OF INJURY (SEE CODES)	6. APPARENT CAUSE
7. MEDICAL AID	8. REMOVED BY	9. TAKEN TO
10. TREATED BY	11. ADMITTED TO HOSPITAL	12. VICTIM'S CONDITION
13. IF PUBLIC VEHICLE, OPERATOR'S NAME	ADDRESS	CITY PHONE
14. IF ANIMAL INVOLVED, OWNER'S NAME	ADDRESS	CITY PHONE

1. ANIMAL DESCRIBED		2. IMMUNIZED		3. CONTAINED BY P.D.		4. WHERE CONTAINED	
<input type="checkbox"/> YES <input type="checkbox"/> NO		<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> UNKNOWN		<input type="checkbox"/> YES <input type="checkbox"/> NO			
5. WITNESSES		NAME		ADDRESS		CITY	
						PHONE	
6.							
WITNESSES		NAME		ADDRESS		CITY	
						PHONE	
7.							

4. DETENTION FOUND UPON INVESTIGATION

<input type="checkbox"/>	A. UNABLE TO LOCATE COMPLAINANT	<input type="checkbox"/>	B. GONE ON ARRIVAL
<input type="checkbox"/>	C. NOT POLICE MATTER	<input type="checkbox"/>	D. NOT IN CITY
<input type="checkbox"/>	E. NO SUCH STREET ADDRESS	<input type="checkbox"/>	F. AMBULANCE/RESCUE CALL
<input type="checkbox"/>	G. MOTORIST NEEDS AID	<input type="checkbox"/>	H. NOTIFICATION
<input type="checkbox"/>	I. TRAFFIC CONTROL NEEDED	<input type="checkbox"/>	J. TRAFFIC CONTROL NOT NEEDED
<input type="checkbox"/>	K. _____ P.D. AT SCENE		
<input type="checkbox"/>	L. PREMISES INSPECTION AT _____		
<input type="checkbox"/>	M. PRISONER TRANSPORTATION _____		

47. ACTION REQUIRED

☐ a. REFERRED TO _____ P.O.
BY _____ AT _____ MRS.

☐ b. ASSIGNED _____ P.O.
THEIR OFFICER \$ _____

☐ c. REFERRED COMPLAINANT TO _____

☐ d. RECONTACT COMPLAINANT _____

☐ e. OTHER: (DESCRIBE IN NARRATIVE)

REPORT REVIEW OFFICER		FOLLOW-UP NEEDED		SUSPENSE DATE	
		<input type="checkbox"/> YES <input type="checkbox"/> NO			
1 - IF FILLING IN, YOU ONLY MUST FILL IN ONE IN EACH SPACE X - DEAD BODIES REPORT MADE O - NO INDICATION OF INJURY A - BLEEDING WOUND OR HAD TO BE CARRIED FROM SCENE B - OTHER VISIBLE INJURY, AS BURNS, ABRASIONS, SWELLING, ETC. C - NO VISIBLE AND RECENT ROMANTARY UNCONSCIOUSNESS				DATE CLOSED	
				REPORTING OFFICER	

1. OCCUPANT		2. NAME		3. OCCUPATION	
4. OCCUPANT ADDRESS		CITY		STATE AND ZIP	
5. INCIDENT OF PROPERTY ACQUIRED		6. INCIDENT OF SERVICE ACQUIRED			
7. LOCATION OF INCIDENT		8. HEAT OF	10. TAB.	11. REPORT	12. ASSIST.
		13. AREA	DISTRICT	15. UNIT	16. UNIT
9. PERSON/ORGANIZATION CONCERNED		14. SERVICE		17. RESERVANCE PHONE	
18. ADDRESS OF BUREAU OF ORIGINATION		CITY		17. BUSINESS PHONE	
19. PRELIMINARY REPORT		19. DATE, TIME REPORTED			
20. ADDRESS TO WHICH REPORT IS TO BE SENT					

39. PHOTOS TAKEN <input type="checkbox"/> YES <input type="checkbox"/> NO	40. PHOTOGRAPHER	41. CODE NO.	42. PHOTO ASSIGNMENT NO.
43. PROPERTY IN CUSTODY <input type="checkbox"/> YES <input type="checkbox"/> NO	44. TURNED OVER TO	45. PROPERTY TAG NO(S).	

[illegible]

C-4

END

7. 10. 1944