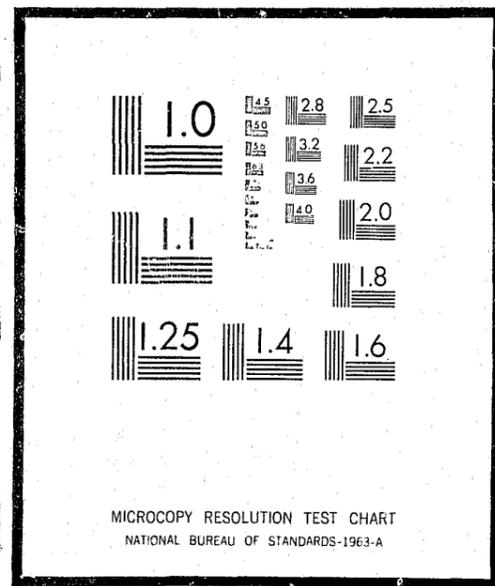


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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

12/3/76
Date filmed

R-76-132

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Tuscaloosa, ^(AL) ~~Alabama~~, Management and Organization Analysis

REPORT NUMBER: 76-23

FOR: Tuscaloosa, Alabama, Police Department
 City Population: 70,000
 Jurisdictional Population: 100,000
 Police Strength (Sworn): 134
 Total: 151
 City Area: 43.9 square miles
 Jurisdictional Area: 212 square miles

CONTRACTOR: Westinghouse Justice Institute

CONSULTANT: Larry R. Walton

NUMBER: J-LEAA-003-76
 April 1976

34655
Final Report

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FOREWORD

This request for Technical Assistance was made by the City of Tuscaloosa, Alabama, for the Tuscaloosa Police Department. The requested assistance was concerned with performing a general review of the organization and management of the Department including manpower usage, records management, community relations, and planning.

Requesting Agency: City of Tuscaloosa, C. Delaine
Mountain, Commissioner of Public
Safety;

Tuscaloosa Police Department,
W. M. Marabele, Chief of Police

State Planning Agency: Alabama Law Enforcement Planning
Agency, Mr. Marion B. Harding

Approving Agency: LEAA Region IV (Atlanta),
Mr. Ben A. Jordan, Director,
Program Development and Technical
Assistance Division;

Mr. John A. Gregory, Police Specialist

1. INTRODUCTION

Tuscaloosa, Alabama, the county seat of Tuscaloosa County, is located in western Alabama at the intersection of US Route 82 and State Route 59. Under Alabama law, cities with populations over 3,500 have jurisdiction in all police matters three miles beyond the City limits. This results in the Tuscaloosa Police Department having jurisdiction over a 212-square mile area that inhabits approximately 100,000 persons. Total police services are provided to this population. Tuscaloosa is the site of the University of Alabama with a student population of approximately 15,000. The University has its own 25-member police force. The City is governed by a three-man elected commission consisting of the Mayor, the Commissioner of Water and Finance, and the Commissioner of Public Safety. The Police Department is responsible for providing general police services in the jurisdictional area. However, the City does not operate a jail; all arrestees not released on bail are incarcerated in the County Jail operated by the Sheriff. Forensic laboratory facilities are provided by a local office of the State Department of Toxicology.

Analyses conducted, together with resulting recommendations, are based on personal interviews, observations of Police Department operating procedures, review of work documents used by the Department, and examination of pertinent statistical reports and data.

Persons interviewed included the following:

- C. Delaine Mountain, Commissioner of Public Safety.
- Judy Moody, City Planner, Police Department.
- W. M. Marabele, Chief of Police.
- W. A. Morris, Assistant Chief of Police.
- Inspector E. D. Burroughs.
- Captain E. G. Besant.
- Captain J. O. Fuller.
- Captain J. W. Robertson.
- Captain E. E. Tinsley.
- Lieutenant W. M. Caruthers.

- Lieutenant J. E. Kearney.
- Lieutenant L. H. Russell.
- Lieutenant S. T. Shirley.
- Lieutenant J. C. Sims.
- Sergeant H. P. Cottingham.
- Sergeant Dempsey Marcum.
- Sergeant H. W. Ryan.
- Officer B. J. Cooper.
- Officer H. W. Hodges.
- Officer J. M. Jones.
- Officer J. R. Jones.
- Officer R. W. Robertson.
- C. C. McAteer, Radio Engineer.
- Y. Sturdivant, Communications Worker.
- M. DeLouch, Clerk.
- S. Estes, Clerk.

Data collected and reviewed by the Consultant included the following:

- Tuscaloosa Police Department Table of Organization.
- Tuscaloosa Police Department Rules and Regulations Manual.
- Salary Schedule.
- Tuscaloosa Police Department Budget, 1975-76.
- Index Crimes, 1974 and 1975.

- Traffic Accidents, 1974 and 1975.
- Homicide Unit Statistics, 1975.
- Detective Division Arrests, 1975.
- Narcotics Units Activities, 1975.
- Misdemeanor Arrests, 1974 and 1975.
- Juvenile Unit Caseload, 1975.
- Personnel Deployment.
- Traffic Citations, 1974 and 1975.
- Law Enforcement Agency Descriptive Study,
Alabama Criminal Justice Information Center.
- Department Forms and Report Blanks.
- Report -- Cost of Helicopter and Operation
since February 1972.

2. UNDERSTANDING OF THE PROBLEM.

The development of the Tuscaloosa Police Department over the years has followed the path common to many police departments. As area population and related problems have increased, personnel have been added and new concepts and techniques have been assimilated. However, no attention has been paid to overall planning and organization. Development has been uneven because of the particular interests of various persons in authority, as well as the availability or unavailability of funding for new projects. As a consequence, development has not proceeded in an orderly manner. City administrators realized this and determined that the most appropriate solution was to bring in outside technical assistance to review the existing organization and functions of the Department. It is anticipated that this review will serve as the basis for a major reorganization of Department operations.

Meetings were held with the Commissioner of Public Safety and the Police Planner at which time the information contained in this report was summarized orally.

3. ANALYSIS OF THE PROBLEM

3.1 General

The present organization of the Tuscaloosa Police Department is shown in Figure 3-1. The Homicide Unit is part of a combined City-County unit responsible for investigating all felony crimes against person. The Youth Aid officer also represents the Department on a City-County Juvenile Unit, responsible for investigating all offenses involving juveniles as either perpetrator or victim. The Narcotics Unit is part of a regional (seven-county) narcotics unit, responsible for narcotic investigations throughout the seven-county region.

The 1975-76 police budget is \$2,273,588. Of this sum, \$2,119,438 or slightly over 93 percent is allocated to salaries.

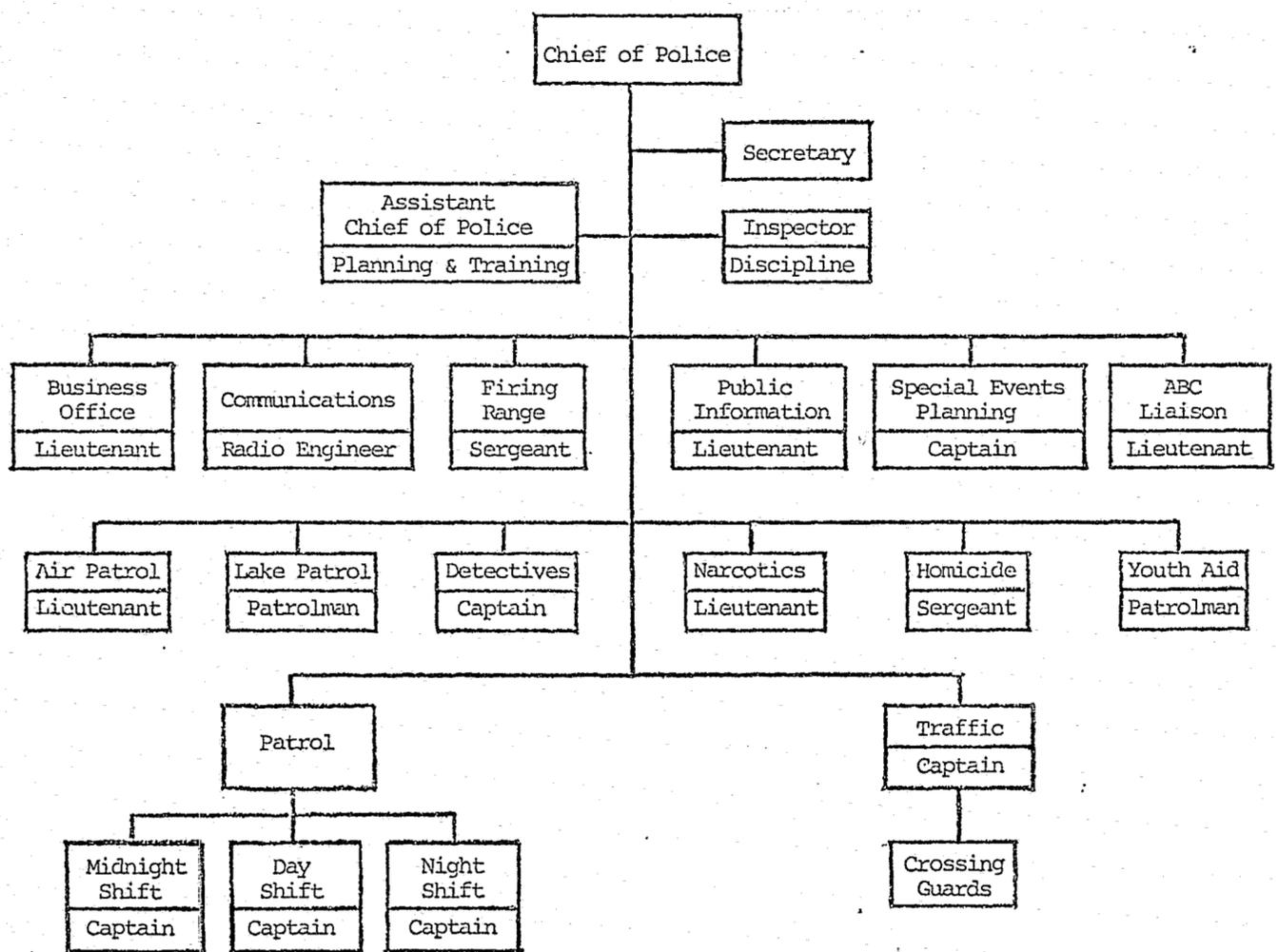
3.2 Personnel

The Police Department employs 134 sworn officers and 17 civilians. In addition, the Department employs 24 crossing guards and, when funds are available, 3 special airport security officers.

Personnel by rank and salary are shown in Table 3-1. Exclusive of the crossing guards and special officers, the present personnel strength provides for approximately 2.16 police personnel per 1,000 population in the City of Tuscaloosa. However, since the City provides police services for an estimated 100,000 persons residing in the City jurisdictional area, there are actually 1.5 police personnel per 1,000 population. This is considerably below the national average for 1974 (most recent year available) of 2.5 police personnel per 1,000 population. The overall average for cities in states in the Alabama area was 2.3 police personnel per 1,000 population and the average for cities of 50,000 - 100,000 inhabitants in states in the Alabama area was 2.1 police personnel per 1,000 population.*

Police basic training consists of 240 hours of classes in police subjects at the University of Alabama. The college also provides a complete program leading to a degree with a major in law enforcement. At present, 28 members of the Department are enrolled in this program on their own time. Forty-six Department members have some additional college education; of these, nine have Bachelors degrees and one has a graduate degree. Most of the sworn personnel have attended some advanced in-service training courses, although there is no training schedule or program and no roll-call training program.

* Crime In The United States, 1974, Federal Bureau of Investigation.



R-76-132
3-2

Figure 3-1. Tuscaloosa Police Department -- Present Organization

TABLE 3-1

Police Personnel -- By Rank and Salary

<u>Position</u>	<u>Number</u>	<u>Salary Range (Monthly)</u>
Chief of Police	1	\$ 1,349
Assistant Chief of Police	1	1,050
Inspector	1	1,050
Captain	7	978
Lieutenant	8	921
Radio Engineer	1	921
Sergeant	13	865
Investigator*	19	848
Patrolman	81	703 - 800
Communications Worker	10	606 - 978
Clerk	9	606
TOTAL	151	

*Appointive position

All supervisors have been members of the Department for at least 11 years; 75 percent of the patrolmen have less than 6 years experience, and 59 percent have less than 3 years experience.

Fringe benefits are comparable with most other police departments and include a 40-hour week, provision of uniforms, time-and-one-half overtime pay, 5 to 15 days vacation depending on length of service, sick leave, and pension provisions.

The initial selection process consists of an application form, limited followup investigation, a written examination, a polygraph examination, psychological testing, and a personal interview. Promotions are based on a written examination, evaluation by a board comprised of ranking Department personnel, separate ratings by the Chief of Police and the Civil Service Board, and a seniority weight factor.

3.3 Workload Factors

Because of a lack in centralized reporting, precise information is unavailable on many Department activities. The best available information indicates that Index Crimes increased by approximately 22 percent from 1974 to 1975 (3,131 to 3,794). Latest available information from the FBI reveals a nationwide increase of 9 percent for the same period. In 1974, the clearance rate for Index Crimes was slightly more than 28 percent; in 1975, the clearance rate was slightly below 22 percent. A common measure of major crime is based on the number of such crimes (murder, rape, robbery, burglary, aggravated assault, larceny, and larceny of vehicle) per 100,000 population. In 1974, the FBI reported a national Crime Index of 4,871 per 100,000 population. The Tuscaloosa 1974 reported Crime Index was 3,121 per 100,000 jurisdictional population; the 1975 reported Crime Index was 3,794 per 100,000 jurisdictional population.

Because of Tuscaloosa's fragmented reporting system, the total number of arrests made by the Department in 1975 cannot be determined accurately. Exclusive of the Homicide and Narcotics Units, Detectives made 660 arrests during the year. Arrest figures for other units cannot be determined without a major audit, which in all likelihood would be inaccurate. Traffic citations for moving violations totaled 2,040 during 1975. Traffic accidents in 1975 (3,838) increased approximately 13 percent over 1974 (3,403).

3.4 Office of the Chief of Police

The Chief of Police directs the activities of the Police Department under the direction of the Commissioner of Public Safety. As can be seen in Figure 3-1, the Chief of Police has direct supervision over 21 specific functions and/or personnel

Supervision is further complicated since the Homicide, Narcotics and Youth Aid Units are cooperative, joint efforts with personnel from other agencies; the Air Patrol, Airport Security, ABC Liason, Police Garage, and Firing Range Units are geographically separated from the Police Station; and the Lake Patrol Unit is under the routine supervision of the City Water Department. Except for the Chief of Police, there is no central authority in charge of the Patrol Division.

3.5 Office of the Assistant Chief of Police

The Assistant Chief of Police serves as Chief of Police in his absence and exercises direct supervision over a Captain and a policeman assigned to the Planning and Training Unit, which is responsible for planning, research, and training. The planning effort consists of specific assignments and/or surveys only when a demand is made. No statistical data is routinely forwarded to the Unit. Each unit (e.g., Traffic, Detective, Homicide) maintains its own particular statistics. Unit operation is further restricted because of the need to obtain concurrence from the Chief of Police for most of its activities. While some excellent preliminary work has been done in terms of manpower usage and deployment, it is the Consultant's opinion that the Unit cannot exercise its potential because of a lack of clear direction. Training of this Unit is also not effective. The Department has no ongoing training program of any form. There is no roll-call or advanced officer training, and no long-range plans exist for personnel development. This is due partly to manpower; however, clear directives pertaining to development of a training program appear to be the prime factor.

3.6 Office of the Inspector

The primary task assigned to this position involves the receipt, investigation, and the like of personnel complaints. Complainants are referred to the Inspector's office where their statements are taped and later transcribed. The officer against whom the complaint has been made is interviewed, and the complainant is frequently confronted by the officer. When the investigation is completed, the Inspector presents his findings and recommendations to the Chief of Police. Penalties may take the form of reprimand or suspension. After the matter has been adjudicated, the complainant is called in and the Inspector reviews the matter with him. No statistics are available to indicate the number of personnel complaints received by the Department. Secondary duties of this position include followup on Workmen's Compensation cases, custody and distribution of City-provided uniforms to personnel, building maintenance, and special assignments at the direction of the Chief of Police.

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3.7 Patrol

The Patrol function consists of three shifts; each shift Captain reports directly to the Chief of Police. The total Patrol complement is 3 captains, 3 lieutenants, 7 sergeants and 66 patrolmen. Shift hours are 8:00 a.m. - 4:00 p.m., 4:00 p.m. - 12:00 a.m., and 12:00 a.m. - 8:00 a.m. These hours have remained constant for at least 20 years. Approximately the same number of personnel have been indefinitely assigned to each shift. Shift changes for personnel are unscheduled, and at unpredictable periods, some personnel will be moved from one shift to another. Captains rotate clockwise at unscheduled intervals, lieutenants rotate counterclockwise, and sergeants change without pattern. Days off are assigned on the basis of seniority. Approximately the same number of men are allowed off each day, with some consideration given to anticipated heavier workload days. Day Shift personnel are assigned as one-man units, Night Shift and Midnight Shift personnel all are assigned as two-man units.

Radio car districts are based on an attempt to equalize the geographical area of each district, although workload factors have not been considered. Present boundaries have been unchanged for at least 5 years. Personnel are commonly assigned to areas at random on a daily basis, instead of assigning a particular officer or officers to a certain district for a period of time. In addition to radio cars, the Department uses three footbeats on the Day Shift and Night Shift 6 days per week. Two of these beats are in the downtown business district, one is in an outlying shopping center for the Day Shift, and the other is in a different shopping center for the Night Shift.

Personnel complete an Officer's Daily Activity and Time Summary Report. The report is well-developed; however, its 5 1/2-inch by 8 1/2-inch size does not lend itself well to filing. The report is kept in the Patrol offices for 30 days and then discarded. No attempt is made to record or recapitulate the activity reports, nor is the information used for deployment purposes.

The Department adheres to the recommended concept of full reporting of field incidents regardless of the likelihood of successful apprehension or prosecution, or the value of property stolen. This policy is negated to some extent, however, by a procedure that calls for response by detective personnel to the scene of all criminal incidents (24 hours a day) when either the victim or the patrol officer requests a detective's response. Detectives respond to approximately 50 percent of the reported offenses. In such cases, the detective(s) usually prepares the offense report. Homicide Division personnel attempt to respond to all calls involving crimes against person whether requested or not. If the Patrol unit is first to the scene, the patrol officer(s) completes an offense report. When the Homicide detectives respond, they also complete

an offense report. If the Homicide detectives respond first, they make the necessary reports and the Patrol officer(s) makes no reports.

The Department has no training program for Patrol personnel.

3.8 Detective Division

The Detective Division is staffed by 1 captain, 2 sergeants, and 11 detectives. Two of the detectives are assigned to the Night Shift; other personnel are assigned to the Day Shift. The Division is responsible for investigating crimes against property, maintaining part of the overall records system, and keeping custody of evidential and found property. Followup investigation services are provided throughout the 212-mile jurisdictional area. Within the Detective Division, case investigation is specialized and certain teams are responsible for specific offenses (e.g., burglary, robbery). Clearance policies are based on recommendations made by the FBI. As described previously, Detective personnel respond to approximately one half of the reported offenses and either complete or assist in the completion of the preliminary investigation. No daily detective logs are maintained by investigative personnel.

Complete information on routine activities is not available. Department arrestees are all confined in the County Jail; but because the Sheriff's Office does not forward copies of fingerprints or photographs of persons arrested locally, Detective personnel must duplicate the fingerprinting and photographing processes in order to have this information available. Such available information only relates to those arrestees processed by the Detective Division. Since reports are not forwarded by each unit to a central area, Department files are grossly incomplete. The Identification officer of the Detective Division who prepares the monthly FBI report cannot complete the report accurately since much of the required information is not available.

As stated previously, the Tuscaloosa Police Department records system is fragmented between several different units. The portion maintained by the Detective Division includes photograph and fingerprint files, felony arrest packages, found and evidential property, and offense reports relating to offense investigated by the Detective Division.

The Fingerprint File contains fingerprints of arrested persons, filed by classification. The Photograph File contains photographs of arrested persons to which a special number has been assigned by the detective assigned to Identification duties. The number is also entered on the Department "Docket Card" (described in Section 3.8) as a rudimentary cross-reference number. The Docket Card is kept downstairs in the Business Office.

In the event of an arrest for a felony offense, a Case Package is prepared, serially numbered by the Identification officer. (A different series of numbers than that used for the Photograph File is used for the Case Package.) The Case Package is then filed by number and the number is entered on the Docket Card maintained in the Business Office. As a result, two separate identifying numbers are in use: One for the Case Package and one for the associated photograph. (The Business Office also uses a "Docket Number" on the Docket Card.) No misdemeanor arrest data files are maintained. With the exception of the Homicide, Narcotics and Youth Aid Units, the Department does not make an arrest report when an individual is arrested for either a felony or a misdemeanor.

Property procedures consist of completing a 5-inch by 9-inch file card when property is accepted into custody. These file cards are filed by type of property, subdivided into "Not Identified" and "Identified" sections. Individual items of property are tagged with a property tag that is cross-referenced to the file card. Property is stored in numbered bins in an effective, systematic manner, and the bin number is recorded on the file card. Upon release of the property, the file card is signed by the recipient as a receipt. The Property Room is orderly and well-designed.

The primary recordkeeping task of the Detective Division involves maintaining custody of offense reports for crimes investigated by the Division. These crimes include: Business, residence, and auto burglary; robbery; larceny; misdemeanor assaults; vandalism; missing persons; and miscellaneous. In addition, some homicide and sex offense reports are maintained. These cases apply where Homicide Detectives are not the first to respond to the incident and the report is made by a field officer. For obvious reasons, these files are not complete.

When an offense report is received, it is serially numbered based on one of the 11 classifications listed above. Each classification uses a separate series of numbers. The report is then filed by the assigned number by classification of offense. Consequently, offense reports are filed in 11 different groups, each using a separate numbering system. All reports of a given classification occurring in a given month are placed in a single manila folder; each month a new folder is added. On the left inner side of the folder a serially numbered (and thus chronological) listing of victims' names for reports in that folder is maintained. There are no cross-reference files. As a result, unless the month of occurrence and the type of crime is known, it is very difficult and time-consuming to locate a particular report. Stolen vehicle reports are filed by month separately from all other offense reports. A number is assigned to the reports in chronological order. This is a separate and distinct number than is used for all other offense reports. There are no cross-references. The report used is 5-inches by 8-inches in size. The file copy is a hard copy to facilitate filing. Vehicle im-

pound reports are also kept in the Detective Division; the report used is a 3 inch by 6 inch tag that is filed by the type of vehicle. The primary concern is accounting for payment of towing and storage charges.

3.9 Homicide Division

This Division is part of a City-County unit that has jurisdiction over all crimes against person investigations throughout the County. The Division is commanded by a chief deputy sheriff and staffed by one sergeant and three investigators from the Tuscaloosa Police Department, two deputy sheriff investigators, and a sheriff's office secretary. Investigators work in pairs. The unit is housed some distance from the Police Station. Normal working hours are weekdays from 9:00 a.m. - 5:00 p.m.; at other hours, two men are always on call to respond to all crimes against person occurring in the County. As has been described previously, if a Patrol unit responds first to the scene of a crime, both the patrolmen and the Homicide investigators make offense reports. If Homicide investigators respond first, they make the only report. The unit uses well-developed arrest and offense reports, which are used by other Sheriff's units. However, the offense report is totally different from the one used by Tuscaloosa Police Department Patrol personnel, and the arrest report is totally different from the one used by the Narcotics Unit. No copies of these reports are routinely forwarded to the Department. Notification of activities are limited to periodic statistical reports.

The recordkeeping system is basically sound. When a crime against person report is made, a number is assigned serially based on the type of offense. Each major crime, therefore, has a separate numbering system. Reports are filed by the assigned number, by type of crime. A chronological ledger of offenses reported is also maintained; but because there are several numbering systems, ledger entries are not in numerical order. In fact, with the exception of the "code designation" for type of crime, numbers are often duplicative. Two 4-inch by 5-inch cross-reference index cards are prepared: One is filed by victim's name and the other by the name of the arrestee, if any. Each card bears the number of the related offense. Arrest reports are filed attached to the related offense report.

In 1975, the Division investigated 263 cases, 174 of which occurred in the City.

3.10 Narcotics Unit

This unit is part of a regional Narcotics Unit covering seven counties and is housed some distance from the Police Station. Personnel include one lieutenant and five investigators from the Tuscaloosa Police Department, one sergeant and two deputies from the Sheriff's office, and two State officers. Narcotics are processed in a local office of the State Toxicologist Office. The primary reporting document used by the Unit is a well-developed arrest report that has been developed specifically for narcotics cases. Copies of these reports are routinely forwarded to the Commissioner of Public Safety, the Chief of Police, Sheriff, and others. The copy received by the Chief of Police is filed in his office separately from other Department records. The copy retained by the Narcotics Unit is filed alphabetically by the arrestee's name. All arrests of a particular individual are located at one point in the files. In conjunction, a ledger report similar to an arrest blotter is maintained for the chronological recording of each arrest.

In 1975, the Unit made 303 arrests. As of March 26, 1976, the Unit made 105 arrests. In 1975, the Unit seized approximately 800 capsules of prohibited drugs, 75 pounds of marijuana, \$1,500 worth of heroin, and \$7,000 worth of cocaine.

3.11 Youth Aid Unit

The Youth Aid Unit is also a City-County Unit. Tuscaloosa representation consists of one policeman. The total Unit strength consists of one Sheriff's Office lieutenant; four deputies; one secretary; two part-time, Federally funded clerks; a part-time staff psychologist; and the one police officer. The Unit is housed some distance from the Police Station. The Unit is responsible for all cases wherein a juvenile is involved either as a victim or an arrestee. Except for a monthly statistical recapitulation of activities that is sent to the Chief of Police, no copies of work documents are routinely forwarded to the Department. In 1975, the Unit investigated 766 cases, approximately 400 of which originated in the City of Tuscaloosa.

3.12 Traffic Division

This Division is staffed by 1 captain; 1 sergeant, assigned to hit-and-run investigation; and 12 two-wheeled motorcycle officers. In addition, supervision of 24 crossing guards is assigned to this Division. Shift hours are 7:15 a.m. - 3:30 p.m. (average, six beats) and 8:45 a.m. - 5:00 p.m. (two beats) 7 days per week. These enforcement officers have used the same beat boundaries, which are based on radio car district boundaries, for approximately 3 years. No attempt is made to deploy manpower to high accident frequency locations. No records of accomplish-

ments are kept by the Traffic Division. In 1975, the Tuscaloosa Police Department issued 2,040 traffic citations for moving violations. Assuming that all of these citations were issued by Traffic Division personnel (an unlikely assumption), each officer issued an average of 170 citations for moving violations. Based on 220 working days per year (a conservative estimate), each traffic enforcement officer issued an average of only .77 citations for moving violations per working day.

3.13 Business Office

The Business Office, which is operational only on weekdays from 8:30 a.m. - 5:00 p.m., is staffed by one lieutenant and seven clerks. Limited services are provided after 5:00 p.m. by sworn personnel. This unit serves as the City Court Clerk's Office, provides a reception office for members of the public having business with the Department, and acts as custodian for a substantial portion of the police records system. The Court Clerk operation consists of preparing the paperwork connected with a court appearance of a misdemeanor arrestee; accepting bail, bond, and fine monies; processing of traffic citations, and the like. In addition to supervising the unit, the lieutenant serves as the City Parole Officer. In this capacity he supervises the payment of fines levied against misdemeanor prisoners under a "time-plan" form of payment.

Records processing and custody is limited primarily to processing of offense and arrest-related documents, and custody of traffic accident reports. All incarcerated arrestees are fingerprinted and photographed at the County Jail. As described previously, the Sheriff's Office does not forward copies of these documents to the Police Department. In most cases, no reports are forthcoming from such an arrest, other than an offense report; and such reports as are prepared by the Detective Division. It should be reemphasized that the Detective Division jurisdiction extends to only crimes against property, excluding juvenile cases. In the case of misdemeanor arrests, if it is known that the arrestee will not be incarcerated (crimes other than Driving Under the Influence, Drunk, or persons released on bail), photographs and fingerprints are made by the Police Department at the time of booking.

When an arrest is made for a misdemeanor, the arrestee is brought to the Business Office for processing. If the arrestee is to be incarcerated, a 5-inch by 8-inch Jail Roster is completed in duplicate. The form is used basically for identifying the arrestee and the recording the scheduled court date. One copy is retained by the Sheriff's Office. The Police Department copy is used to keep track of the number of days that will be charged to the City by the Sheriff (\$5.00 per day) for providing custody of the prisoner. Whether the arrestee is to be incarcerated or not, a 5-inch by 8-inch Docket Card is prepared. This form is a near

duplicate of the Jail Roster form, but also includes provision for recording disposition of the case. The Docket Card is filed by court date, alphabetically by the arrestee's name. The information contained therein is transcribed onto a 7 1/2-inch by 9-inch loose-leaf Judge's Docket form, which is serially numbered. This number is also entered on the Docket Card. The Judge's Docket form is the primary court document containing such details as the court findings, penalty, and appeal. Pending trial, the form is filed alphabetically by the arrestee's name. At the time of trial, both the Docket Card and the Judge's Docket form are pulled from the file to serve as the court calendar. After disposition, the Docket Card and the Judge's Docket form are filed separately by docket number. At the time of arrest, a Permanent Record Card is prepared (or updated if the arrestee has been arrested previously). This 5-inch by 8-inch hard paper form contains identifying information and details of the charge and case disposition and is filed alphabetically. It serves as a permanent arrest record for misdemeanors. No such information is available pertaining to felonies. In fact, it is impossible to determine the number of arrests made for any period of time by the Tuscaloosa Police Department without an extensive review of both the Department and the Sheriff's Office records. In conjunction with the above processing, an 11-inch by 16-inch Jail Register is maintained. This form provides for recording arrest data pertaining to date, time, race, sex, arresting officer, court date, charge, and name of arrested person. Only those misdemeanor prisoners who are actually physically incarcerated in the County Jail are entered in the Jail Register. The Register, therefore, does not include entries for any felony arrestees or misdemeanor arrestees released on bail or bond.

The processing of offense reports merely involves distributing copies to the Detective Division, the Sheriff's Office, and an officer's information board. In shoplifting cases, however, the reporting officer prepares an 8 1/2-inch by 11-inch Shoplifting Report that is, generally speaking, a combination arrest and offense report. This report is presented to the Judge at the time of trial. After trial, it is filed in the Detective Division offense report files.

The Business Office also processes and provides for custody of traffic accident reports. Completed reports are reviewed by a supervisor of the Traffic Division and then forwarded to the Business Office. The report is serially numbered and filed by that number after the report has been forwarded to the City Hall for data entry in the City computer. A 4-inch by 5-inch index card is prepared bearing the name of the traffic accident party and the report number. This index card is filed alphabetically as a cross-reference to the report. The Traffic Accident report is a well-developed State form.

The Tuscaloosa Police Department uses only one form of citation for parking, nonmoving, and moving traffic violations. One copy is given to the violator, one copy is filed permanently by citation number, and one copy is forwarded to the City Hall for computerized accounting. The vio-

lator's copy is actually an envelope providing for payment by mail of various violations.

3.14 Communications Division

This Division is staffed by 1 radio engineer and 10 communications workers. The communications system is well-designed and operates efficiently. Computer terminal access to the Alabama Criminal Information Center (ACIC) and National Criminal Information Center (NCIC) is provided, a computerized robbery and burglar alarm scanner system is in operation, and total taping facilities for telephone and radio transmissions is pending.

Upon receipt of a call for service, and IBM-type card bearing the location, complainant, type of call, unit dispatched, and the like is completed. The card is time-stamped when the call is received and dispatched, when the unit arrives at the scene, and when the call is completed. The completed cards are filed chronologically. No statistical information is extracted from the cards. To keep track of out-of-service units, the dispatcher keeps an informal service log.

In addition to receiving complaints and performing dispatching duties, personnel receive telephone calls and complete offense reports for missing persons, stolen bicycles, very minor offenses where the victim needs a report for insurance purposes only, and vehicle thefts. In the case of vehicle thefts, the offense report is prepared, the information broadcast, and the report held pending actual signing of the report by the victim at his convenience. After the report is signed, the information is entered into ACIC and NCIC files and forwarded to the Business Office for distribution.

The Communications Division also keeps the Department file of warrants. When a warrant is issued, it is forwarded to the Communications Division for recording in a ledger. The warrant is filed alphabetically and a copy sent to the Patrol Division for attempted service. If the warrant has not been served in 3 days, it is returned to the Communications Division. Assignment and return of the copy is supposedly recorded in the ledger, but the ledger is not well maintained.

3.15 Air Patrol Unit

The Air Patrol Unit is housed at the County Airport and is staffed by a lieutenant, a sergeant, and a patrolman. The Unit is equipped with three 2-passenger helicopters. In addition to assigned personnel, two other Department members are qualified helicopter pilots. The Unit functions as needed throughout the seven-county region, with normal operating hours being 7:45 a.m. - 3:45 a.m., 7 days a week. Daily patrol is provided routinely over the City for 2 to 3 hours. A review of activities performed since creation of the Unit in 1972 illustrates the very real value of the air patrol. Through Federal government assistance, total

costs to acquire and make the three helicopters operational was approximately \$10,000, including a substantial inventory of spare parts. Because almost all maintenance is performed by the crew, operating costs are less than \$400 per month. Crew members complete a Daily Activity Sheet. The Sheet is filed chronologically at the Airport and is used only for periodic statistical reporting.

3.16 Airport Security

The Department hires three special officers for Airport Security when Federal funds are available. At other times, the Air Patrol personnel provide security in the Airport when flights are arriving and/or departing.

3.17 ABC Liaison

One lieutenant serves as liaison officer with the State Alcoholic Beverage Commission (ABC). He reports directly to the Chief of Police.

3.18 Public Information Officer

This position is filled by a lieutenant who is in charge of press and public relations. There are no ongoing community relations programs in effect. The lieutenant reports directly to the Chief of Police.

3.19 Special Events Officer

This position is filled by a captain who is in charge of planning for the policing of special events such as traffic control at University sporting events and parades. The captain reports directly to the Chief of Police.

3.20 Firing Range

The Firing Range is staffed by a sergeant who provides security, serves as custodian, and operates the range. The Department has an excellent range, but has no firearms training or mandatory firearms qualification programs. Only at infrequent, unscheduled intervals are personnel required to practice with their sidearms. The sergeant reports directly to the Chief of Police.

3.21 Police Garage

The Police Garage is staffed by one supervisor-mechanic and two mechanics who work exclusively on police vehicles. The unit is geographically separated from the Police Station. The supervisor-mechanic reports directly to the Chief of Police. These individuals are not included in Department personnel totals.

3.22 Lake Patrol

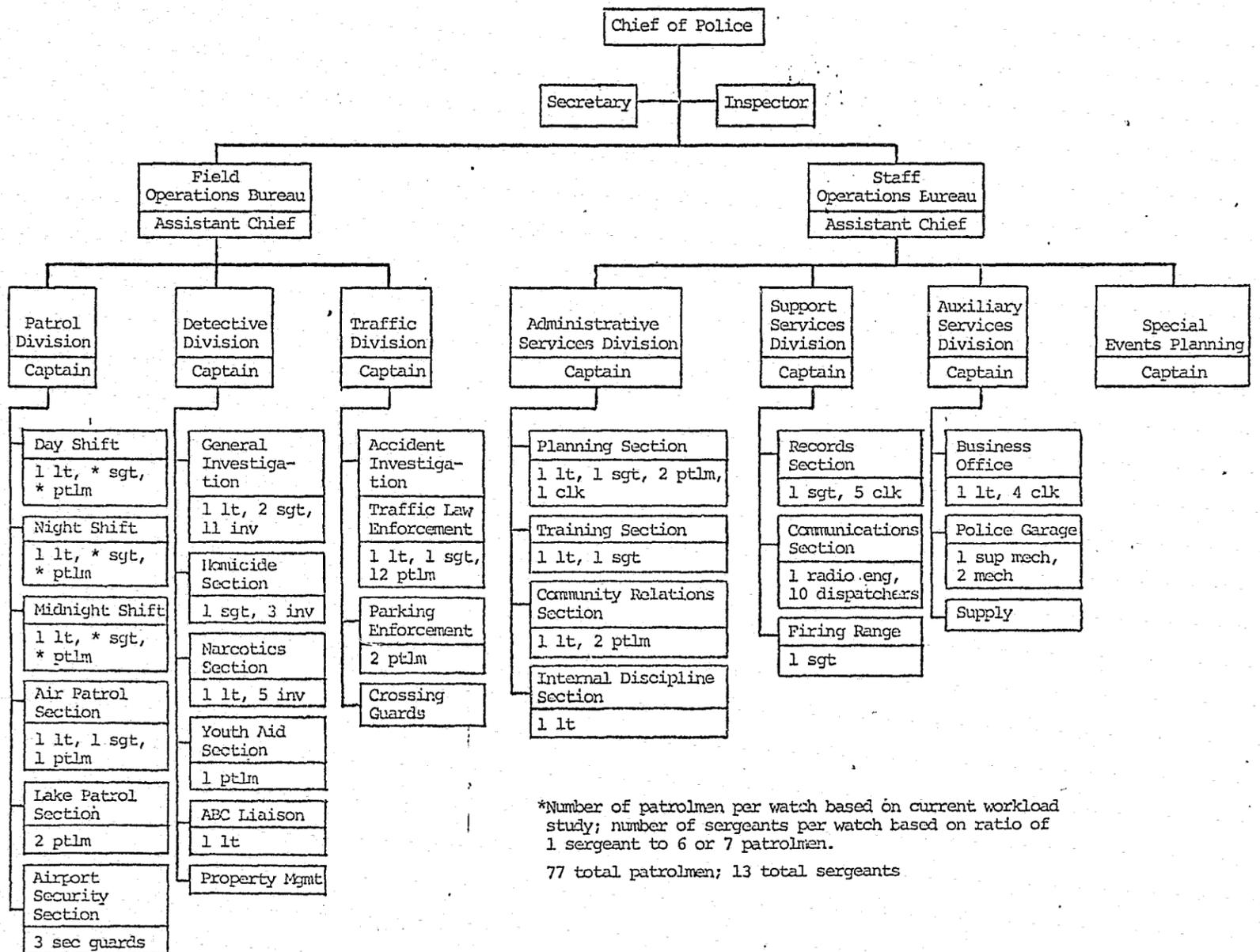
This Unit is staffed by two Patrolmen, who are assigned to the City Water Department to provide security on the Tuscaloosa County Lake located within City limits. For all intents and purposes, these two officers work for the Water Department. The only function of the Police Department is to carry the men on the Department roster and control which officers are assigned to the task.

4. FINDINGS AND CONCLUSIONS

The Consultant's review of the operations of the Tuscaloosa Police Department revealed several areas where improvement and/or modification of present practices could result in significant overall increases in efficiency. Before discussing these areas, however, attention should be directed to certain superior aspects of Department operation. First and foremost is the City-County and City-County-Region special enforcement units for Narcotics, Crimes Against Persons, and Juvenile investigations. The use of the County Jail for all incarcerations is also worthy of comment. These practices are progressive, effective ways of providing maximum service to the community in terms of tax dollars. Certain organizational problems have resulted from these cooperative ventures, but the concept of joint operation is sound. Mention must also be made of the excellent law enforcement tool developed by the City through the Helicopter Air Patrol. This form of service is seldom attainable by cities considerably larger than Tuscaloosa. The Police Station in itself is well-maintained, and clearly reveals the efforts and funds devoted to creating a better-than-average work environment. The establishment of a Planning and Training Unit speaks also of the Department's recognition of the need for formal and specific attention to be directed to these vital areas. However, it is the Consultant's opinion that these areas of planning and training have not been developed to an effective level.

4.1 Department Organization

A review of Figure 3-1 reveals the extremely heavy burden on the Chief of Police. This type of organization frequently results in certain units operating without direction or supervision simply because there is insufficient time to direct attention to each specific function. When total supervision is centered in this fashion, the development of strong, capable leaders is hampered; personal initiative is dampened; and many tasks go undone. It is submitted that the present form of organization of the Tuscaloosa Police Department is the most serious bar to effective Police Department operation. Therefore, it is recommended that the Department be reorganized as shown in Figure 4-1. It is the Consultant's opinion that, although this recommended organization is not in reality the most efficient organization, it does represent the most effective use of personnel of the rank of captain or higher. This conclusion is based primarily on the opinion that the position of captain is overstaffed and the positions of lieutenant and sergeant are understaffed. At such time as the inspector's position and Special Events Planning and Traffic Division captains' positions become vacant, these positions should be abolished. The Traffic function could effectively be placed under the direction of the Patrol captain, with all Division personnel held equally responsible for traffic enforcement and accident investigation; and the planning of special events could be assigned to either the Patrol Division or the Planning Section of the Administrative Services Division. The two assistant chiefs should be able to provide the staff as-



*Number of patrolmen per watch based on current workload study; number of sergeants per watch based on ratio of 1 sergeant to 6 or 7 patrolmen.
77 total patrolmen; 13 total sergeants

Figure 4-1. Tuscaloosa Police Department -- Proposed Organization

sistance now rendered by the inspector. If not, a sergeant or a lieutenant should be assigned as adjutant to the Chief of Police.

It should be noted in Figure 4-1 that the Department has been divided into two major entities: Field Operations Bureau and Staff Operations Bureau. Each Bureau is under the direct supervision of an assistant or deputy chief. It is the Consultant's opinion that this results in a more balanced organization. It also avoids many of the criticisms directed at the position of assistant chief of police, when that position represents the only channel of communication between the Chief of Police and the Department. Police authorities are generally in agreement that a one-on-one supervisory relationship between a Chief of Police and a single assistant chief of police frequently results in either the assistant being shunted aside, except when the Chief of Police is unavailable, or creates a communications bottleneck in the flow of information and direction. The recommended additional assistant also broadens the ability of the Chief of Police to divide major tasks more equitably.

4.1.1 Patrol Division

The Patrol Division has been restructured with one central authority in command. By so doing, transmission of policies and procedures and day-to-day operation is enhanced. Responsibility vested in a single individual improves accountability and simplifies the Chief's span of control. The Air Patrol, Airport Security, and Lake Patrol Units have been reassigned to the Patrol Division because of the similar functions they perform, the necessity for close cooperation between the units, and the need to further reduce the Chief's span of control. At present, there is little flow of information from the Air Patrol Unit to the Department. Daily activities of the Air Patrol Unit should be routinely reported to the captain of the Patrol Division. It is realized that the Lake Patrol works primarily for the Water Department; however, for administrative purposes, the Unit is best assigned to the Patrol Division.

4.1.2 Detective Division

The Detective Division has also been reorganized to bring similar functions into one division and to reduce the Chief's span of control. Presently, a major problem is the lack of communication between the Department and the Homicide Division, the Narcotics Unit, and the Youth Aid Unit; and the lack of Departmental control over these units. There appears to be a strong tendency for personnel of these units to view their functions as separate and distinct from the Department. Control is maintained more effectively by providing for direct supervision by a captain who has time to actively supervise. In this respect, it is recommended that copies of all reports (e.g., offense, arrest) of incidents occurring within the jurisdictional area of the City and/or involving City Police personnel be routinely and promptly forwarded to the Police Department by members of the respective units. At present, the Department has no offi-

cial knowledge and little unofficial knowledge of the offenses investigated by these units or the actions of personnel assigned. This situation should not be tolerated. Supervision of these units should not be token supervision; it is recommended that the captain of the Detective Division take an active part in the coordination of the activities of these units with other Department functions. As shown in Figure 4-1, a lieutenant has been designated to be in charge of the General Investigations Section. It is believed that this would most appropriately provide for continued effective operation of the Division when the captain is absent. To simplify the tasks of the Detective Division and to allow investigation personnel to more completely concentrate on their primary tasks, recordkeeping functions and preparation of statistical reports for State and Federal agencies have been reassigned to other units. At some point in the future, consideration should be given to assigning an officer (or civilian) full time to property management and supply functions. At that time, the property management function should be reassigned from the Detective Division to the Support Services Division.

4.1.3 Traffic Division

It is recommended that the Traffic Division remain generally unchanged; however, all traffic accidents should be assigned to Traffic Division Units, when available, for investigation. It is further recommended that all two-wheeled motorcycles be replaced with four-wheeled vehicles. The use of two-wheeled motorcycles in Tuscaloosa does not appear to be advantageous. The facts that costs for regular patrol vehicles are very close to the costs of motorcycles; maintenance costs approximate those for automobiles; injuries to motorcycle riders are expensive and can seriously reduce overall availability; motorcycles have limited use in inclement weather; and there is an inability to transport either equipment or prisoners on motorcycles all adversely affect their value. Overall, all functions of the Traffic Division could be more effectively performed in four-wheeled vehicles. An average of less than one citation for moving violations issued per day per Traffic Division officer is certainly not indicative of value in the field of traffic law enforcement. A minimum daily average of four to six citations for moving violations per officer (assigned to traffic law enforcement) per working day should be considered. Even at this level of enforcement, two-wheeled motorcycles constitute an expensive luxury. Because of the relationship to other traffic activities, parking enforcement supervision has also been assigned to the Traffic Division.

4.1.4 Planning Section

As noted previously, the Patrol, Detective, and Traffic Divisions have been grouped in a Field Operations Bureau. Other Department activities are grouped in a Staff Operations Bureau under the direction of an assistant or deputy chief. The recommended Administrative Service Division should consist of the Planning, Training, Community Relations, and

Internal Discipline Sections, each commanded by a lieutenant. The existing Planning and Training Unit does not provide the level of service appropriate to the needs of the Department. This may be traced in part to a lack of sufficient personnel and in part to a lack of specific direction. Other recommended procedures that concern such areas as deployment, crime analysis, workload studies, and statistical compilations cannot be effectively performed in the absence of sufficient personnel. Therefore, a specific Planning Section is recommended. Responsibilities of this Section should include the following:

- Statistical compilations associated with crime and traffic analyses, manpower usage, and deployment of personnel.
- Long-range planning of Department needs.
- Capital improvement needs.
- Coordination of preparing the annual Department budget.
- Preparation of statistical reports for command personnel, including those prepared periodically for State and Federal agencies.
- Research and analysis of existing administrative and operational procedures.
- Preparation of charts and graphs.
- Maintenance of the Department Manual.
- Development of tactical and strategic operational plans.
- Analysis of crime information and crime trend predictions, including modus operandi analysis.
- Preparation and supervision of Department involving Federal and State grant applications.
- Coordination with State and local prosecuting attorneys in the development and modification of procedures to meet legal requirements.
- Coordination between the Department and City data-processing personnel.

To assist in the implementation of these functions, copies of all reports (e.g., arrest, offense) should be routinely distributed to this Section. Officer's Daily Activity Reports and all other reports relating to workload should be reviewed by the Planning Section for extraction of workload data. At present, this information is not available because of the lack of preparation of such data by operating units and/or the failure of operating units to forward such data to a central collecting point. Effective implementation of this policy would require coordination with the Sheriff's Office to acquire work documents prepared by personnel assigned to City-County and City-County-Region units. The importance of such information cannot be stressed too strongly. Without this information, the most basic decisions relating to Departmental operations cannot be made with any degree of accuracy.

4.1.5 Training Section

The Training function has also received insufficient emphasis. Although it is apparent that efforts have been made in this direction, it is equally apparent that much greater emphasis should be placed on the training program. New Department members receive extensive initial training, but advanced or in-service training is almost nonexistent. It is the Consultant's opinion that all field and supervisory personnel, including the Chief of Police, should be assigned on a continuing basis to training schools and seminars applicable to their existing or contemplated duties. To provide for specific attention to this function, the establishment of a Training Section is recommended.

In addition to technical subjects, supervisors should receive formal supervisory training, and command level training should be required of lieutenants and captains. Schools such as the FBI National Academy; the Southern Police Institute, Louisville, Kentucky; Northwestern Traffic Institute, and the Juvenile Delinquency Control Institute, University of Southern California, Los Angeles, offer superior training for command-level personnel. The FBI, the International Association of Chiefs of Police, and various institutions of higher learning periodically offer short courses and seminars of value to different levels of personnel. Obviously, training as described above should not be limited to Patrol officers, but should be also instituted for Investigation personnel. Investigators should be detailed to various institutions offering short courses on various phases of criminal investigation.

Perhaps the most economical, least presently used training concept is a program of daily roll-call training for all field personnel. Roll-call periods provide a proper setting for short, intensive training sessions at a time when personnel are gathered together fresh and alert at the beginning of watch. Costs are negligible in terms of potential gain. It is, therefore, recommended that a policy of daily roll-call training be instituted, using approximately 15 minutes each day, and covering various police subjects. Roll-call training should be a continuous process carried on by a watch supervisor. Material sources are almost inexhaust-

ible: Current and pending legislation (Federal, State, and local), field procedures and techniques, Department orders and policies, current technical problems, crime trends, IACP Training Keys and Sight/Sound programs, etc. The IACP Training Keys and Sight/Sound programs are particularly appropriate. The Training Keys consist of a semimonthly publication devoted primarily to material suitable for roll-call training. A discussion guide and question section appropriate for use by an instructor or discussion leader are included. The Sight/Sound program was designed as a supplement to the Training Key Series and consists of five volumes (12 programs per volume), with 35mm color slides or filmstrips, coordinated narrative, and sound and music effects. Together, these training aids make an extremely effective and practical training program. To effectively implement a training program, however, the Department needs to train all supervisors as instructors. Training should be a continuous process carried on by shift supervisors assigned specific subjects for presentation. If time limitations at roll-call make daily training difficult, roll-call periods should be lengthened and personnel compensated with longer meal periods. Coordination with the Training Section is important, but primary responsibility for the roll-call training program should rest with operating personnel. The Training Section should be devoted to subject matter development and/or discovery and coordination with personnel and schools, considering the development each Department member's specific skills and capabilities.

To effectively perform the tasks outlined above, the Training Section should be staffed by a lieutenant and at least one sergeant. While it may be argued that this deployment reduces available field forces, it is submitted that the potential increase in overall Departmental efficiency far outweighs the loss of these personnel to field operations. Field personnel will tend to operate more effectively if adequately reinforced by staff personnel.

Another area of training that should be expanded significantly is firearms training and periodic qualification. It is recommended that such a program be structured as follows:

- Periodic (perhaps monthly), mandatory qualification of all sworn personnel.
- Exceptions limited to vacation, long-term illness, injury, etc.
- Satisfactory completion of a standardized course, using the weapon carried on duty, and attainment of a prescribed minimum score.
- Ammunition (reloaded) for the first monthly attempt furnished by the City; furnished by the qualifying officer for subsequent attempts.

- Marksmanship medals for attainment of certain scores.
- Compensation when off-duty qualification is necessary.

4.1.6 Community Relations Section

A specific section of the Administrative Services Section should be organized under the direction of a lieutenant to develop and administer a community relations program. At present, efforts in this area consist of only a Public Information officer (lieutenant) whose efforts are necessarily limited due to time and lack of staff. The Public Information officer should be assigned as officer-in-charge of the Community Relations Section. The particular form that a well-developed community relations program can take is unlimited. It is always difficult to measure success; however, improved community relations should be reflected in a lowering crime rate, fewer complaints against police officers, and a generally more favorable attitude toward the Department by members of the community. Some possibilities for program implementation are listed below:

- Regular appearances as speakers by various members of the Department at community meetings such as PTA, business clubs, and churches.
- Unscheduled informal visits to school campuses by on-duty personnel. A program of this nature would help open lines of communication between school-age people and the Police Department. Day Shift uniform personnel should be encouraged to occasionally eat their lunch in school cafeterias with the children and to visit schools at recess time and assist crossing guards at times of heavy street use by school children, when not engaged in other patrol activities. Emphasis should be on demonstrating that a policeman can be a friend. It would, of course, be appropriate to secure prior school permission for this program.
- Periodic informal meetings between radio-car officers of a particular district and citizens residing in that district. Police personnel should be off duty (but compensated) and should be prepared to discuss mutual problems and become aware of the individual citizen's problems. Meetings of this nature would allow the police

and the public to become better acquainted and could materially bridge the gap between the radio-car officer and the people he is responsible for protecting. Meetings should be publicized and be as unstructured as possible. They could be held in school auditoriums, playground buildings, etc.

- Operation Identification -- Adoption of this program would benefit both community relations and crime prevention. Although the program differs slightly from one community to another, it essentially involves the temporary loan of an engraving tool to a private person to permit him to engrave his driver's license number and state of issuance on all small items of personal property that might be the subject of theft. Thus, it is frequently possible, upon discovering the marked property in the possession of a suspected thief, to make a check through the State or Federal computer systems and ascertain the true owner of the property. Those communities that have adopted this program have consistently reduced their burglary losses, as well as the total number of burglaries. Provision must be made for acquiring engraving tools and getting them into the hands of the public. It is probably not sufficient to merely announce that such tools are available. A better technique would be to use members of a Boy Scout or Explorer Troop (possibly sponsored by the Police Department) to personally go door to door to assist concerned citizens with the engraving operation. Naturally, suitable publicity in local papers is essential for such an endeavor. It should also be realized that the program would need to be carried out on a permanent basis if it is to be effective.
- A program of school visits to discuss bicycle safety and to register bicycles would also have real value in developing positive attitudes between school-age children and police personnel. In addition, the registration and establishment of accurate bicycle records assist the Department in returning bicycles to owners and in identifying stolen bicycles in the possession of unauthorized persons.

- A "Ride-Along" program, wherein interested members of the community ride with patrol officers as they perform their duties, would tend to increase community understanding of the policeman's task and develop an awareness of police problems. This has been found to be particularly valuable when local judges, prosecutors, and other governmental personnel participate. It would, of course, be necessary to develop some form of liability release to protect the City.

Implementation of these programs is obviously beyond the ability of one or two individuals. As in the Training function, personnel assigned to the Public Relations Section should anticipate devoting a major portion of their time and effort to coordinating activities and relying on field and administrative personnel to provide implementation assistance.

At least one and preferably two patrolmen should be assigned to the Community Relations Section.

4.1.7 Internal Discipline Section

The present system of personnel complaint processing does not involve a broad enough spectrum of Department supervisors, nor does it create a significant measure of confidence in the minds of the general public. In the interest of establishing a more sound and consistent complaint process, the following procedure is recommended:

- All complaints of misconduct, unless obviously in error, should be reduced to writing by a supervisor from the same division as the officer complained against.
 - If no supervisor from the concerned division is on duty at the time the complaint is made, a written complaint should be made by a Patrol supervisor on duty and forwarded to the concerned division commander. Copies should be forwarded to the Chief of Police and the lieutenant of the Internal Discipline Section.
 - When appropriate, an immediate on-the-scene investigation should be made by the appropriate supervisor.
 - Anonymous complaints or those wherein the complainant refuses to sign his statement

should be handled in the same manner as other complaints.

- Notarization of the complaint should not be required.
- When the action complained of is a matter of major importance, the concerned division commander and, when appropriate, the Chief of Police should be informed immediately.
- All written complaints should normally be assigned by the concerned division commander to a supervisor of the same shift or unit as the officer complained against.
- When a supervisor is assigned a personnel complaint for investigation, he should, whenever feasible, conduct a personal interview of all parties and witnesses to the complaint. This should be followed by the preparation of a report detailing the facts that he has discovered. In most all cases, confrontation between the complainant and the officer would be inappropriate. The supervisor's personal opinion regarding the validity, or lack thereof, of the complaint should not be a part of his report. When completed, the report of the investigation should be forwarded to the concerned division commander via the shift or section commander.
- Upon receipt of a completed investigation report, a division commander should prepare a report regarding his opinion of the validity, or lack thereof, of the complaint containing penalty recommendation, if appropriate. The complaint, investigation report, and his personal report should be forwarded to the Chief of Police for final disposition.

- Complaints should be classified as:

- Exonerated -- The action complained of was proper.
- Sustained -- The action complained of did occur and it was improper.

- Unsustained -- It cannot be determined whether or not the action complained of did occur, or the propriety of the action cannot be determined.

- Unfounded -- The action complained of did not occur.

It is recognized that this procedure would add to the supervisory workload by increasing the number of complaints to be investigated. However, there is the need to establish and maintain public confidence in the personnel complaint procedures. The process of making a complaint should be as simple as possible and the process of investigating any and all complaints should be as thorough as possible.

It is recommended that the Internal Discipline Section be headed by a lieutenant. The lieutenant would personally conduct certain investigations, but in most cases, the Internal Discipline lieutenant's participation should be limited to coordinating the complaint investigative process. Records should be maintained that would routinely provide a picture of the disciplinary process and complaint trends in the community.

4.1.8 Support Services

Support Services have been grouped in a single division under the direction of a captain. Functions include operation of a records unit, a communications center, and the Police Range. It is apparent that the Tuscaloosa Police Department records system is fragmented, uncoordinated, and incomplete. Specific records recommendations for improvement are presented in Section 5.3. In terms of organization, it is recommended that a centralized records system be established to provide 24-hour service to Department personnel. It appears most logical to physically locate this system in close proximity to the Communications Section so that Communications Workers could provide some clerical assistance to the function and thereby reduce overall manpower requirements. The quarters devoted to the communications functions are large enough to also house the records function, particularly if open metal shelving instead of conventional filing cabinets is used for report storage. By using metal shelving, reports could be filed on edge in manila folders containing 25 to 50 reports per folder.

4.19 Communications Section

Mention has been made previously of the well-organized communications function. The only modifications suggested are those described in Section 5, transfer of custody of warrants to the Records Section, and adoption of a policy that provides for on-the-scene investigating and reporting by Patrol field officers for all offenses except:

- Bicycle thefts.
- Missing persons, where there is clearly no evidence of foul play.
- Runaway juveniles.
- Lost property.
- Theft of property when:
 - The suspects are unknown.
 - The property stolen cannot be specifically identified by serial number of other means.
- Malicious mischief, where there is not need to conduct a preliminary investigation.
- Prowler calls, not pertinent in time and in which there appears to be no physical evidence.

4.1.10 Police Range

Supervision of the Police Range has been relocated in the Support Services Division to lessen the span of control of the Chief of Police. It is anticipated that close liaison with the Training Section would be necessary.

4.1.11 Auxiliary Services

The recommended Auxiliary Services Division is comprised of the Business Office, the supply function, and the Police Garage, and is commanded by a captain. Again, the primary purposes for the consolidation is to make the best use of captain personnel and to reduce the Chief's direct span of control.

Under this proposed reorganization, all police records tasks should be reassigned to the new Records Section. Business Office recordkeeping should consist only of those records and receipts pertinent to the court clerk operation. In addition, it is recommended that Auxiliary Services personnel continue to provide the major Department effort for acquiring and maintaining clerical supplies.

4.2 Manpower Usage and Deployment

Several major aspects of manpower usage in the Tuscaloosa Police Department deserve comment. First, consideration must be given to the total Department manpower. As described previously, there are 1.5 police personnel per 1,000 population based on the jurisdictional population.

Approximately 100 additional personnel would be required to bring personnel strength to the County average. Even to raise personnel strength to the average level of cities in the 50,000 - 100,000 population group in the southeastern states would require 60 additional personnel. It is recognized that demands on the City budget for that many additional persons are excessive. Although some weight can be given to the University of Alabama's 25 police officers and to the fact that the City Crime Index is lower than average, the fact remains that the Police Department is seriously understrength. The review of general recordkeeping practices and procedures leads the Consultant to the belief that the crime figures may be misleading and that the actual crime rate is somewhat higher. In the final analysis, City administrators must decide just what level of community crime is acceptable. Obviously, the mere addition of police personnel does not ensure a lowered crime rate. It is equally obvious that a seriously undermanned Department cannot cope with community needs and expectations. Given due consideration to the recognized problems of city finance and to the basic needs of the community, it is the Consultant's opinion that the Tuscaloosa Police Department should be increased in manpower by an absolute minimum of 35 personnel. The addition of approximately 50 personnel would be more appropriate. This addition would include both civilian and sworn personnel and is based on the assumption that maximum use of existing personnel would be realized through adoption of recommended manpower usage practices described herein. Recommended deployment of personnel is shown in Figure 4-1. The recommended manpower additions are presented in Table 4-1. As recommended by leading authorities, approximately 50 percent of personnel are deployed to the Patrol Division. Authorities are also in general agreement that the Detective Division should constitute 8 to 12 percent of the total force. This would include all personnel recommended to the Detective Division except the Youth Aid Section personnel. The Consultant's manpower recommendations for the Detective Division constitute approximately 13.5 percent of the Department strength.

4.2.1 Patrol and Traffic Deployment

The following factors in existing Patrol deployment contribute to less than ideal manpower usage.

- Radio-car districts are based on a geographical subdivision of the City rather than a workload distribution. In addition, these boundaries have remained unchanged for at least the last 5 years.
- Patrol shift hours were established over 20 years ago without considering the workload by hour of day.

TABLE 4-1

Proposed Police Personnel

<u>Position</u>	<u>Number Recommended</u>	<u>Increase</u>
Chief of Police	1	
Assistant Chief of Police	2	1
Inspector	1	
Captain	7	
Lieutenant	13	5
Radio Engineer	1	
Sergeant	22	9
Investigators	19	
Patrolmen	99	18
Communications Workers	10	
Clerks	11	1
	<hr/> 186	<hr/> 35

- Approximately the same number of personnel are assigned to each shift without considering the fluctuations of workload between shifts.
- The Patrol Officer's Daily Activity and Time Summary is merely stored for 30 days and then discarded without making use of the data contained in the reports for deployment purposes.
- Patrol officers are not assigned to a regular area for extended time periods, thus failing to take advantage of the possibility of officers developing familiarity with a particular neighborhood and its inhabitants.
- Although perhaps related to morale as much as to deployment, the facts that shift changes are not scheduled and, at least in appearance, are arbitrary, and that days off are assigned strictly on a seniority basis tend to reduce personnel effectiveness.
- Traffic Division shift hours are the same as those of the Patrol Division, and were established without considering traffic accident hourly patterns.
- Traffic Division beats are the same as those of the Patrol Division and bear no relationship to the location of accidents and/or need for traffic law enforcement.
- All Night and Midnight Shift units are manned by two officers without considering areas and times when one-man units could be efficiently deployed.

Since the Patrol force constitutes approximately one half of the total police force, and since so much of the success or failure of the Department in meeting its responsibilities depends on the Patrol force, it is mandatory that the manpower devoted to this function be used in the most efficient manner. A primary factor is recording and analyzing the daily workload. To assist in this process and to provide administrative control, Patrol personnel should be required to complete a detailed daily report of their activities. This daily report should provide much of the necessary data essential for Patrol personnel deployment.

The first requirement for effective deployment concerns territorial or geographical deployment. The following system is recommended:

- The City should be divided into numbered semi-permanent districts, each district comprising approximately four to six square blocks. (Thinly populated areas could be larger, but consideration should be given to possible future development of residential areas, shopping centers, etc.)
- Federal Census tract boundaries should be used as basic divisions, with district boundaries (hereafter referred to as Reporting Districts) serving as subdivisions of each Census tract. Boundaries should consider natural barriers such as railroad lines, rivers, and expressways.
- Use of Federal Census tract boundaries as basic divisions would facilitate the correlation of Census tract socio-economic data to measureable police problem areas.
- Reports such as offense, arrest, traffic accident, and field officer's daily report should provide for entry of the Reporting District number for the location of occurrence.
- Approximately annually, workload factors should be computed for each Reporting District as outlined below:

<u>Workload</u>	<u>Weight</u>
Part I Offenses	4
Part II Offenses	2
Arrests (except drunk arrests)	2
Drunk Arrests	1
Traffic Accidents	2
Calls for Service	1
Radio	
Station	
Citizen	
Observation	

Workload factors should be weighted as shown and summarized as a percentage of the whole for each

separate reporting district. From this compilation, decisions could be made pertaining to establishment of radio-car boundaries for each shift, based on the specific number of field units to be deployed on a particular shift on a particular day. Since workload demands vary from day to day within a particular shift, provision must be made for apportioning the workload from day to day in a consistent manner. This can be accomplished by preparing in advance appropriate "car plans" for use with differing available manpower levels. (For example, if five units are to be deployed, each beat should contain approximately 20 percent of the workload.)

Geographic deployment is, of course, closely associated (even interrelated) with personnel deployment. Although there is no acknowledged ideal deployment system, certain fundamentals apply in most cases:

- Shift hours should provide for the least possible fluctuation in workload from one hour to another within the shift.
- Shift hours should match workload fluctuations to as great a degree as is practical, allowing for shift changes at either low demand periods, or just prior to significant increases in workload.
- Personnel assigned to a particular shift should be in numerical proportion to the shift workload. (For example, if 22 percent of the work occurs on a particular shift, approximately 22 percent of the available manpower should be assigned to that shift.)
- Daily deployment of personnel on a particular shift should be in proportion to the estimated workload for that day of the week.
- Two forms of rotation are desirable:
 - Mandatory -- To satisfy administrative and deployment needs, to prevent stagnation, and to avoid possible development of unhealthy attitudes between officers and supervisors as a result of lengthy assignments of the same shift.

- Permissive -- To satisfy personal needs of personnel.

- Deployment and rotation practices should provide for reasonable stability of assignment in terms of shift assignment and area assignment within a particular shift.
- The mechanics involved in achieving these fundamentals must not be unduly laborious.

Based on the above assumptions, the following system is recommended for deployment of Patrol personnel:

- Shift hours should be examined annually and modified to conform to the concepts described above. A survey based on 2 or 3 representative months using the workload factors previously outlined should serve as a basis for adjusting shift hours. After being weighted as described, workload factors should be totaled to a single sum for each hour of the day, by each day of the week.
- Through use of the same statistical compilation, workload by shift should be summarized as a percentage of the whole. Available personnel, taking into consideration days off, vacation, estimated sick days (rule of thumb; one-half man-day sick per month for each patrolman assigned to the shift) etc., should then be adjusted between the shifts, at monthly intervals, in proportion to the percentage of the total workload occurring during each particular shift. Modifications should be made as necessary to provide for fixed posts or other manpower demands not represented in the workload survey. Samples of forms to be used in compiling this data are included in Appendix B.
- Through use of the same statistical compilation, workload by day of week for each shift should be predicted for the forthcoming month. Predictions for each day need be refined no further than "light," "medium," or "heavy" workloads. Personnel assigned to a particular shift should be deployed in accordance with the predictions following administrative decision of the car plans that can be fielded for the month with the cal-

culated availability of personnel. This can best be accomplished by requiring officers of the shift to submit, approximately 10 days before the month begins, their personal requests for days off during the next month. The shift sergeant or the lieutenant must then correlate these requests with the workload predictions in an equitable manner. Experience has shown that most officers will receive more than 2 out of 3 of the requested days off. In most cases where a refusal is necessary, an adjoining day of the week can be granted instead (e.g., the request is made for Tuesday and Wednesday as days off; granted are Wednesday or Thursday, or Monday and Tuesday). Special consideration can also be given for days off necessary for school, special family occasions, and the like.

- A policy of mandatory shift rotation, after maximum of approximately 12 months on a particular shift, should be instituted for all personnel. In addition, a policy should be adopted requiring all personnel to stay a minimum of approximately 4 to 6 months on a particular shift before requesting a change to another shift. Allowances should be made, of course, for special Department needs and individual serious personal problems. Supervisors should rotate, but not in the same direction as patrolmen.

This personnel deployment system would provide for the efficient deployment of personnel to meet the changing problems and seasonal shifts in workloads that occur in Patrol work, while at the same time providing a measure of stability of assignment and recognizing the positive morale factor attributable to personnel having some degree of influence over their hours of work and days off.

4.2.2 Detective Deployment

Certain aspects of Detective operations tend to unnecessarily reduce available manpower:

- Homicide detectives are on 24-hour call for two-man unit response to all crimes against person. Preliminary investigations responsibility should be placed on the Patrol Division instead. Only in the most exceptional circumstances, and for the very most serious crimes, should followup

investigators respond to the scene of preliminary investigations. If Patrol personnel are not suitably trained for this duty, additional training is the answer, not duplicate response to the crime. Even when response by detectives is essential, one investigator is usually sufficient. Duplicate reporting of the same incident by both Homicide Detectives and Patrol personnel is also an unnecessary expenditure of manpower.

- Detective Division personnel respond to approximately 50 percent of Patrol calls regarding offenses, where they complete preliminary investigation reports. Comments made above regarding Homicide Detectives are equally applicable here. Detective personnel are highly trained; their use for routine preliminary investigations is wasteful and also tends to reduce the value of deployed Patrol personnel.
- The practice of assigning detectives to work in pairs on routine investigations is an inefficient expenditure of manpower. Routine investigations, interviews, and the like should be made by one investigator; the need for two investigators in a particular instance should require justification.
- The duplication by Detective personnel of photographs and fingerprints performed by the Sheriff's Office, because the Sheriff's Office does not make copies available to the Department, is very wasteful. Strenuous efforts should be made to effect a more cooperative arrangement with the Sheriff's Office.
- Valuable investigator time is wasted maintaining the fingerprint and photograph files. These files should be maintained by clerical personnel in the Records Section.

4.2.3 Records

The records system of the Tuscaloosa Police Department is in need of major overhaul. At no stage does the system provide effective service. Records storage and processing is scattered from the Chief's Office to the Business Office, to the Detective Division to the City-County and City-County-Region units. It is almost impossible to determine rates of arrest, offenses, workload factors, and the like with any degree of accuracy. In some cases, such as arrests, the Department (ex-

cept Narcotics and Homicide Units) does not even use an arrest report. The Detective Division maintains a considerable portion of the reports but uses two distinct numbering systems. The Business Office, under certain circumstances, adds a third number. Narcotics and Homicide Units have independent systems and use different report forms, numbering systems, and filing systems. Although the basic reports are 8 1/2-inches by 11-inches in size, the stolen vehicle report is 5-inches by 8-inches and the Impound report is 3-inches by 6-inches. The Department offense report is inadequate, but the Homicide Division uses a well-developed offense report. The Business Office policy of entering only incarcerated prisoners in the Jail Register results in a total loss of significant arrest data. In summary, the existing system is actually not a system. The Consultant recommends that the system be abolished and a centralized records unit be established. It is further recommended that the proposed records system, attached as Appendix A, be adopted. It is recognized that some degree of compromise would be necessary because of the combined Police-Sheriff units. However, City members of the combined units should be required to adhere to the adopted Department system to the extent that all cases involving City personnel or incidents be reported in full to the Department. This could be done either by forwarding copies of Unit reports (e.g., arrest, offense) or completing copies of City reports in addition to those reports used by the Unit. Again, the system described in Appendix A is recommended for adoption by the Department. Report exemplars in Appendix B are intended only as general models to facilitate design of specific report forms.

5. RECOMMENDATIONS

Recommendations pertaining to the review of the Tuscaloosa Police Department and detailed in Section 4 are as follows:

5.1 Organization

The Department should be reorganized as shown in Figure 4-1 to shorten the span of control of the Chief of Police, to provide for more specific direction of key functions, and to bring to together related activities to simplify supervision. Specifically:

- The Department should be divided into two major Bureaus, Field Operations and Staff Operations, each commanded by an assistant or deputy chief.
- The Patrol Division should be restructured with a single captain in charge. Shift commanders should be lieutenants. The Air Patrol, Airport Security, and Lake Patrol Units should be assigned to the Patrol Division.
- The Detective Division should be assigned supervisory responsibility for the Homicide, Narcotics, and Youth Aid Units, and the ABC Liaison Officer. Personnel from these should be required to keep the Department informed of their activities regarding all incidents involving City personnel or persons residing in the jurisdictional area, through routine transmittal of report copies.
- Custody and maintenance of records files should be transferred to the new Records Section.
- Traffic Division personnel should be assigned to four-door sedans; the use of two-wheeled motorcycles should be discontinued.
- A Planning Section should be established with specific responsibilities for activities such as planning, research, data analysis and compilation, and budget preparation.
- A Training Section should be established with specific responsibilities for the development and administration of a Department Training program to include roll-call, in-service, advanced, and specialized training for all ranks. A firearms train-

- ing and periodic qualification program should also be instituted
- A Community Relations Section should be established with specific responsibility for the development of an aggressive ongoing community relations program.
- An Internal Discipline Section should be established with responsibility for the coordination of complaint investigations. A revised complaint investigation process should be adopted.
- A Records Section, Communications Section, and the Police Range should be assigned as units in the Support Services Division.
- Completion of offense reports over the telephone should be limited to certain designated classes of reports under certain specified conditions.
- Police records tasks now performed by the Business Office should be transferred to the Records Section. Business Office functions should include only those associated with court clerk responsibility, operation of a public reception counter, and order and maintenance of Department clerical supplies.

5.2 Manpower Usage and Deployment

The City should increase its police personnel by at least 35 and preferably 50. Current manpower deployment practices should be revised to coordinate deployment more accurately with workload and to obtain the maximum return for each officer deployed. Specifically:

- A new system of Patrol (and Traffic) deployment should be adopted, based on adjusting available personnel to workload in terms of days and hours of greatest need.
- A review of using one-man versus two-man units should be made, with the thought in mind of expanding the use of one-man units wherever and whenever it is feasible.
- Homicide and Detective Division personnel should respond to, investigate and/or report on, or

CONTINUED

1 OF 2

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- A review of using one-man versus two-man units should be made, with the thought in mind of expanding the use of one-man units wherever and whenever it is feasible.
- Homicide and Detective Division personnel should respond to, investigate and/or report on, or

become involved in preliminary offense investigations for only the most serious and exceptional circumstances. In most cases, preliminary investigations should be conducted only by Patrol personnel.

- Investigative personnel should work alone except when a particular situation definitely requires more than one investigator.
- An alternative to duplicating the identification processes performed for arrestees by the Sheriff's Office must be found.

5.3 Records

The existing records system should be replaced with the system described in Appendix A.

To facilitate the process:

- A centralized Records Section should be established. The Section would be responsible for receiving processing, distributing and maintaining a police records, except those of a purely administrative nature or those related to the court clerk function.
- New report forms, numbering system, filing system and appropriate ledgers and cross-reference index card files should be adopted.

APPENDIX A
PROPOSED RECORDS SYSTEM

PROPOSED RECORDS SYSTEM

1. Incident Ledger

- This ledger serves as the primary agency record of reported field incidents, a report audit source, and a chronological crossfile to all reports. Entries are sequentially numbered.
- Upon completion of an Offense Report, Miscellaneous Incident Report, Traffic Accident Report, Property Report, or Vehicle Report, the reporting officer should obtain an Incident Number from the person maintaining the Incident Ledger.
 - Multiple incidents arising from the same occurrence require only one number.
 - Incidents not falling in the categories specifically listed should not be assigned a number from this Ledger. All numbered incidents require completion of one or more of the listed reports.
 - City-County units should use an Incident Number in addition to their respective Unit Numbering Systems.
- Appropriate identifying information should be entered in the Incident Ledger.
 - Date and time of occurrence.
 - Type of occurrence.
 - Location.
 - Victim, if any.
 - Officer reporting.
 - Related reports under this Incident Number.
- Incident Numbers are preceded by the last two digits of the current year: 76-1378.
- Traffic Accident Report Number may be preceded by the letter "T" if desired: T-76-1379.

2. Radio Call Card

- This form is a 3-inch by 6-inch IBM-type prenumbered card used by the dispatcher to record all calls for police services. It is also to be completed by the dispatcher when field personnel initiate action independently of a radio-assigned call.
 - Serves as a record of all incidents requiring the dispatch of a police unit and/or incidents initiated by the unit.
 - Serves as a record of the location of a unit while the unit is out of service.
 - Serves as a daily audit device to insure completion of appropriate reports related to a particular incident.
 - Serves as the basis for compiling the Daily Report.
- The form should be designed to enable the dispatcher to record as much information as possible by checking appropriate boxes. Use of a time-stamp machine to record times of receipt, dispatch, unit arrival, and completion expedites filling in the Card.
- Detailed disposition of the call is not essential to the completion of the Radio Call Card. Disposition information is recorded in the Officer's Daily Activity Report.
- Filed numerically.
 - This number is not cross-referenced to other numbers assigned to reports. The sole purpose is to facilitate filing.

3. Daily Report

- The Daily Report should be maintained at the Communications Office as a running log of field activities. Its primary intent is to brief the Chief of Police and other personnel on major matters of interest.

- The Report should cover 24-hour period and should be filed by date.
- The Report should contain all incidents of major police interest that occur during the designated 24-hour period.
 - Routine radio transmissions and minor matters should not be included.
 - The primary source of information is selected Radio Call Cards. However, incidents that should be included in the Daily Report but do not routinely come to the attention of the person maintaining it must be reported for inclusion by the officer handling the incident (for example, detective arrest, completion of an Offense Report not resulting from a radio transmission, most activities of the City-County Units).
- Entry should include Time of Occurrence, Type of Occurrence, Location, Officer of Unit assigned, and Disposition.
- All incidents of police interest that have an Incident Number and/or Arrest Number should be identified in the Daily Report by inclusion of the Incident Number in the Disposition column.
- Pertinent information should be presented at roll call to personnel coming on duty.
- The Daily Report should be audited daily by Records personnel to ensure that all appropriate incidents have been formally reported and that proper reports have been completed and submitted.

4. Offense Report

- The Offense Report should be completed for all criminal offenses that come to the attention of the police (except those traffic violations disposed of by means of a traffic citation) regardless of the value of property taken, extent of injury or likelihood of successful prosecution.
- An Incident Number should be assigned as described in Section 1.

- The original should be filed by Incident Number in the Primary File.
- The number of additional copies and distribution should be determined by Department needs, such as:
 - Chief of Police.
 - Detective Division.
 - Arrest Package (attached to copy of related arrest report).
 - Officer's Information File.
- Related reports should be cross-referenced in body of report.
- Index Files
 - Master Name File (victim) -- Filed alphabetically.
 - Location File (Optional) -- Filed by street address or other identifying factors, by date.
 - Type of Property File (Optional) -- Filed by type of property, by date.
 - Type of Incident File (Optional) -- Filed by type of incident, by date.

5. Miscellaneous Incident Report

- This should be used to report actions of officers or situations not reported on Offense, Traffic Accident, Vehicle, or Property Reports. The general purpose of this report is to officially report situations of importance to the Department, wherein no actual criminal violation is involved. Some examples of these situations are:
 - Injured person aided.
 - Missing person.
 - Animal destroyed.
 - Dangerous excavation.

- Lost property reported.
- An Incident Number should be assigned as described in Section 1.
- The original should be filed by Incident Number in the Primary File.
- The number of additional copies and distribution should be determined by Department needs, as indicated in Section 3.
 - Related reports should be cross-referenced in the body of the report.
- Index Files
 - Master Name File -- Should include names of victim and/or person involved, filed alphabetically.
 - Location File (Optional) -- Filed by street address or other identifying factors, by date.
 - Type of Incident File (Optional) -- Filed by type of incident, by date.

6. Supplemental Report

- The Supplemental Report should be used:
 - As a continuation for any other report.
 - To add additional information to a previously reported incident.
 - To record progress of a continuing investigation.
- The Report should bear same Incident Number as the original report.
- The Report should have the same distribution as the original report and should be attached to the original report in the files.
- Changes to index cards previously prepared may result from the Supplemental Reports.

7. Traffic Accident Report (State Form)

- This Report should be completed for all traffic accidents occurring on the highway (except those with only minor damage) and all private property accidents involving death, injury or a violation of law.
- Incident Numbers should be assigned as in Section 1.
- The original should be filed by Incident Number in the Primary File.
 - If separate filing of traffic accidents is considered to be mandatory, a separate block of numbers from the Incident Ledger should be used to preserve the integrity of numbering system.
 - The number of additional copies and distribution should be determined by Department needs, as indicated in Section 3.
- Index Files
 - Master Name File -- Should include names of parties to the accident and persons killed or injured, filed alphabetically.
 - Location File (Optional) -- Filed by street address or other identifying factors, by date.

8. Property Ledger

- This ledger should be maintained to provide control of property; to allow for swift, accurate inventory; and to serve as a chronological cross-reference to property in Department custody.
- Each item of property booked should be entered, and appropriate notations made about the Incident Number, Date Booked, Person Booked To, bin or shelf number used for storage, and details of release.
 - All evidence should be booked to the arrestee, victim, or the officer finding, in that order. If the case involves only found property, the property should be booked to the actual finder.

9. Property Report

- The Property Report should be used to record all receipts of property into department custody.
 - Evidence.
 - Found property.
 - Safekeeping.
- An exception is the receipt for a prisoner's personal property.
- An Incident Number should be assigned as described in Section 1.
- The original should be filed by Incident Number in the Primary File.
- The Number of copies and distribution should be determined by Department needs.
 - One copy should accompany the property.
 - Detectives Division.
 - Arrest Package, if related to an arrest.
 - Officer's Information File.
- Property should be described in related reports.
- Index Files
 - Master Name File -- Filed by "booked to", alphabetically.
 - Type of Property File (Optional) -- Filed by type of property, by date.

10. Arrest Report

- This should be used to record identifying information and details of the arrest of all persons taken into custody and booked into the Jail system, regardless of whether or not the arrestees have been immediately released on bail. This report serves as permanent record of the officer's actions, arrestee's statements and actions,

and other arrest details.

- All arrests should be entered in an Arrest Ledger by Department Arrest Number or by the Booking Number if a separate Booking Number is used for each arrest.
 - The Booking Number should be listed in other related reports for cross-reference purposes.
- The original should be filed in the arrestee's Arrest Package, along with photographs, fingerprints, and other arrest-related documents.
 - Arrest Packages should be kept in the Records Unit, filed by permanent Department Arrest Number.
 - Offense reports, if any, should be attached.
- The number of additional copies and distribution should be determined by department needs.
 - Chief of Police.
 - Detective Division.
 - Officer's Information File.
- Index Files
 - Master Name File -- Filed alphabetically.
 - Location File -- Filed by street address or other identifying factors, by date.

11. Arrest Ledger ("Blotter")

- The Arrest Ledger should serve as the primary chronological record of all arrests made by the Department regardless of whether the arrestee is incarcerated or released on bail or bond.
 - Information recorded should include date, time, charge, name, location of arrest, arresting officer, and disposition.
 - Use of a separate Booking Number for each arrest is recommended.

- Each January 1, the numbering sequence should start with number 1 followed by the last two digits of the year (e.g., the first arrest in 1978 would be 1-78, the second arrest would be 2-78). This would provide a stable numbering system and at the same time would provide instant information as to the number of persons booked during the current year.

- This number should be cross-referenced in Department files to a permanent Department Arrest Number assigned by Records personnel at the time of the first arrest.

12. Uniform Traffic Citation

- This form should be used for traffic offenses other than those involving physical arrest.
- The distribution should be as indicated by citation copies.
 - Court.
 - Violator.
 - Officer's Copy, filed alphabetically by officer's name until trial is completed, then destroyed.
 - Department Citation File, filed alphabetically by violator's name for approximately 3 years, then destroyed.
- State computer files of traffic violator histories generally make department files of such information time-consuming, limited in scope, and unnecessary. It is, therefore, recommended that such information should not be entered in arrest files or the Master Name File. In the event that efficient State computer service is unavailable, entry on the Master Name Card is a more satisfactory solution than the creation of a separate file.

13. Field Interview Report

- The Field Interview Report should be a 3-inch by 5-inch card used to report and identify, for possible future investigative purposes, suspicious persons

against whom there is no specific charge or persons warned regarding certain prohibited conduct.

- The form should be completed in duplicate: One copy filed alphabetically by name and one copy filed by location of interview.
- Because of the specific investigative purposes of this form, it should be filed separately and distinctly from the Primary and Location Files.

14. Vehicle Report

- This is used to report and identify stolen, recovered, and impounded vehicles.
- Incident Numbers should be assigned as described under Section 1. A recovered vehicle should bear the stolen Incident Number, if stolen locally.
- The original should be filed as follows:
 - Recovered Vehicles -- If stolen locally, file attached to related stolen report, otherwise by Incident Number in Primary File.
 - Stolen and/or Impounded Vehicles -- Filed by Incident Number in primary File.
- The number of additional copies and distribution should be determined by Department needs.
 - Detective.
 - Impound Garage.
- Index Files
 - Master Name File -- Filed alphabetically by owner's name and should include license number on car.
 - Location File (Optional) -- Filed by street address or other identifying factors, by date.
 - Stolen File (Optional) -- Filed by license number.

- Impounded Vehicles (Optional) -- Filed by license number.

15. Officer's Daily Report

- The Officer's Daily Report is vital to effective operations. Therefore, it should be completed by the field officers. The Report serves the following purposes:
 - Contains details and dispositions of all activities occurring during the tour of duty, including those minor incidents that are not the subject of a formal report and are not included in the Daily Report or the Incident Ledger.
 - Provides a record of the daily accomplishments of each officer for supervisory as well as statistical purposes.
 - Provides a record for measurement of workload factors.
 - Provides a source of data for manpower usage analyses, budget requests, responses to public inquires, and the like.
 - Provides a safeguard for field personnel against unjust accusations.
- The Report should be filed by officer's name, by date.

16. Supervisor's Daily Report

- This Report should be completed by field supervisors. The Report would provide a resume of activities of duty tour related to personnel and criminal matters, as well as other police problems.
- The Report should be filed by supervisor's name, by date.

17. Records Check Out

- Original records removed from file should be identified by substituting a brightly colored card of similar size that bears the following information:



- Incident Number.
- Officer.
- Date removed.
- Purpose.
- Date returned.
- Record clerk's initials (or number).

APPENDIX B

Exemplar Report Forms

COMPLAINT REPORT No 68304

Date _____ Time Received _____ Received by _____

Reported by _____

Address _____ Phone _____

Complaint _____

Officer Detailed _____ Time Dispatched _____

Time Arrived _____ Time Completed _____

Approved by _____ Indexed by _____ File Number _____

Form No. 1

1. INCIDENT NO.	GENERAL OFFENSE REPORT									
2. VICTIM'S NAME (FIRM NAME IF BUSINESS)		3. RESIDENCE ADDRESS		4. RES. PHONE		5. BUS. PHONE				
6. OFFENSE REPORTED				7. CLASSIFICATION AFTER INVESTIGATION			8. R.D.			
8. LOCATION: NUMBER		STREET		APT.		9. DATE & TIME OCCURRED		10. DATE & TIME POLICE ARRIVED		
11. PERSON REPORTING CRIME TO POLICE				12. RESIDENCE ADDRESS		13. RES. PHONE		14. BUS. PHONE		
15. PERSON WHO DISCOVERED CRIME				16. RESIDENCE ADDRESS		17. RES. PHONE		18. BUS. PHONE		
19. WITNESSES: NAME		SEX	RACE	AGE	20. RESIDENCE ADDRESS		21. RES. PHONE		22. BUS. PHONE	
(2)										
(3)										
23. VICTIM'S OCCUPATION		SEX	RACE	AGE	24. TYPE OF PREMISES WHERE OCCURRED		25. EXACT LOCATION OF VICTIM OR PROPERTY			
26. TOOL, WEAPON OR MEANS USED		27. METHOD USED TO COMMIT CRIME			28. OBJECT OF ATTACK OR PROPERTY TAKEN					
29. VALUE OF PROPERTY		30. TRADE MARK OR UNUSUAL EVENT			31. NUMBER OF SUSPECTS		SEX	RACE	AGE	
32. VEHICLE FROM WHICH THEFT OCCURRED		YEAR	BODY STYLE	COLORS	YR-STATE-LIC	OTHER IDENTIFYING MARKS				
NAME		MODEL								
33. VEHICLE USED BY SUSPECTS		YEAR	BODY STYLE	COLORS	YR-STATE-LIC	OTHER IDENTIFYING MARKS				
NAME		MODEL								
34. EXACTLY WHAT DID SUSPECTS SAY										
35. KIND OF PROPERTY RECOVERED		36. VALUE		37. NAME IN C.I.D. NOTIFIED		38. DATE & TIME				
39. NARRATIVE: (INCLUDE EVIDENCE OBTAINED AND DISPOSITION, HOW ATTACKED AND METHOD USED TO GAIN ENTRY, DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF SUSPECTS)										
Report Made by.....					Time.....		Date.....			Indexed.....
					Emp. No.					Emp. No.
Approved by.....							Date.....			Bulletin.....
					Emp. No.					Emp. No.
Assigned to.....							Date.....			Recorded.....
					Emp. No.					Emp. No.
Cleared by:		Arrest.....		Unrounded.....		Inactive.....		Excep. Cleared.....		
		Emp. No.		Emp. No.		Emp. No.		Emp. No.		

MISCELLANEOUS INCIDENT REPORT

Incident Number	Type of Incident	Location	R.D.
Person Reporting	Address	Phone Number	Date and Time Occurred
INJURY	Name	Address	Phone Number
Extent of Injury	Cause	Transported To	Transported By
MISSING PERSON	Name	Address	Phone Number
Description - Physical			
Clothing Worn			
Cause of Absence	Occupation	Probable Destination	
Last Seen (Location, Date and Time)			In Company Of
Additional Information			
ANIMAL	Description of Animal	Owner	Address
Disposition			
OTHER INCIDENT	Person(s) Involved (Name, Address, Phone Number)		
Details:			
Date and Time Reported	Officer(s) Reporting	Supervisor Approving	



POLICE DEPARTMENT SUPPLEMENTAL REPORT			
INCIDENT NO.	TYPE OF ORIGINAL REPORT	LOCATION (ORIGINAL INCIDENT)	DATE (ORIGINAL REPORT)
REPORTED BY	OFFICER(S) REPORTING	SUPERVISOR APPROVING	

ARREST REPORT

VISIBLE SCARS, MARKS, DEFORMITIES - EVID OF NARCOTIC USE		ARRESTEE'S NAME (Last, First, Middle)				BOOKING NO.	
RESIDENCE ADDRESS		CITY		CHARGE (Statute No., Code and Definition)		MISC. OR OTHER	
EMPLOYED BY		OCCUPATION		LOCATION OF ARREST		PD. OFFICER ARREST.	
NICKNAME, ALIAS		SOC. SEC. NO.		DATE & TIME ARRESTED		DATE & TIME BOOKED	
DRIVER'S LIC. NO.		STATE		SEX		EYES	
COMPLAINTS OR EVID OF AL. DRINK - BY WHOM TREATED		BIRTHPLACE		AGE		HAIR	
				HEIGHT		WEIGHT	
				DISPOSITION OF ARRESTEE'S VEHICLE		HOLD FOR	
VEHICLE USED (YEAR, MAKE, Body Style, Color, Lic. No., Identifying Marks)				DRIVING VEHICLE (Direction & Name of Street)			
AT OR BETWEEN STREETS				CLOTHING WORN			
CODES - VICTIM (First Name if Strangers)		WITNESSES		P. or G. - PARENT OR GUARDIAN (Juvenile only)			
NAME		CODE		RESIDENCE ADDRESS		CITY	
						TEL. PHONE	
						BUS. PHONE	
CRIME REPORT INFO.		VICTIM'S OCCUPATION, DESCENT, AGE		TYPE OF PREMISES		TOTAL VALUE	
				TYPE OF PROPERTY TAKEN			
JUV. ONLY:		PARENTS NOTIFIED BY		TIME		PLACE - DIV. DEF.	
				DIV. OF APPEAR.		DATE/TIME	
				BAG APPROV. BY		DETEN. APPROV. BY	
				PRINTED		PHOTOS	
CIRCUMSTANCES OF ARREST: (1) Background information - arrest equipment, radio call, etc. (2) Narrative story of circumstances and statements pertinent to the arrest. If restriction involved, include defendant's comments, actions, and officer's opinion as to defendant's degree of intoxication. If arrested on a charge of possession, include defendant's statement.							
ADMONITION OF RIGHTS: The arrestee was "warned" that he had the right to remain silent, AND that if he gave up the right to remain silent, anything he said can and will be used against him in a court of law, AND that he had the right to speak with an attorney and to have the attorney present during questioning, AND that if he so desired and could not afford one, an attorney would be appointed for him without charge before questioning.							
ADMONITION GIVEN BY (Name & Serial No.)							
STATEMENT OF DEFENDANT:							
If additional space is required, use extra lines above.							
SUPERVISOR APPROVING		SERIAL NO.		ARRESTING OFFICER(S)		SERIAL NO.	
						DIVISION - DETAIL	
DATE & TIME REPRODUCED		CLERK				VARIATION DATES	

ARREST REPORT

ARREST REPORT

RESIDENCE ADDRESS	CITY	PHONE	ARRESTEE'S NAME (LAST, FIRST, MIDDLE)		NUMBER					
EMPLOYED BY	OCCUPATION		CHARGE	MISD <input type="checkbox"/> FEL <input type="checkbox"/> OTHER <input type="checkbox"/>						
EMPLOYER'S ADDRESS	CITY	PHONE	LOCATION OF ARREST	R.D.	ARRESTING OFFICERS					
NICKNAME, ALIAS	SOCIAL SECURITY NUMBER		DATE AND TIME ARRESTED	DATE AND TIME BOOKED	EVIDENCE BLOCKED YES <input type="checkbox"/> NO <input type="checkbox"/>					
DRIVER'S LICENSE NUMBER	STATE	BIRTHPLACE	SEX	DESCENT	AGE	HEIGHT	WEIGHT	HAIR	EYES	BIRTHDATE
VISIBLE MARKS, SCARS, DEFORMITIES			LOCATION OFFENSE COMMITTED			CONNECTED REPORTS AND NUMBERS				
COMPLAINTS OR EVID. ILLNESS OR INJURY - BY WHOM TREATED			DISPOSITION OF ARRESTEE'S VEHICLE			HOLD FOR:				
VEHICLE USED (YEAR, MAKE, MODEL, COLORS, LICENSE NO., IDENTIFYING MARKS)						DRIVING VEHICLE (DIRECTION AND STREET NAME)				
CLOTHING WORN			SCHOOL ATTENDING			SELECTIVE SERVICE NUMBER				
CODE V-VICTIM (FIRM NAME IF BUSINESS) U-WITNESS P OR G - PARENT OR GUARDIAN (JUVENILE ONLY)										
NAME	CODE	RESIDENCE ADDRESS	CITY	RESIDENCE PHONE	BUSINESS PHONE					
CRIME INFO.		VICTIM'S OCCUPATION, DESCENT, AGE		TYPE OF PREMISES		TOTAL VALUE				
		TYPE OF OFFENSE (TILL-TAP, SHOPLIFT, ASSAULT, TFW, ETC.)		TYPE OF PROPERTY TAKEN						
ARREST ONLY	AGENTS NOTIFIED BY	TIME	PLACE JUVENILE DETAINED	BOOKING APPROVED BY	DETENTION APPROVED BY					
ADMONITION OF AGENTS GIVEN BY:				IN PRESENCE OF:						

DETAILS OF ARREST: (1) STATEMENT OF DEPT. (2) BACKGROUND INFO: COMPLAINT, RADIO CALL, ETC. (3) NARRATIVE OF CIRCUMSTANCES PERTINENT TO ARREST. IF INTOXICATION INVOLVED, DESCRIBE DEPT. APPEARANCE, ACTIONS AND OFFICER'S OPINION OF DEGREE OF INTOXICATION, IF PHYSICAL EVIDENCE FOUND: WHERE, WHO BY, DISPOSITION. (4) EVIDENCE OF NARCOTIC ADDICTION.

SUPERVISOR APPROVING	ARRESTING OFFICER(S)	BADGE NO.	VACATION DATES	FINGERPRINTED
DATE AND TIME PREPARED	CLERK			PHOTOGRAPHED

UNIFORM TRAFFIC TICKET AND COMPLAINT

CASE No. _____ DOCKET No. _____ PAGE No. _____

STATE OF TEXAS
COUNTY OF _____
CITY OF _____

No. _____

COMPLAINT-AFFIDAVIT

IN THE _____ COURT OF _____
THE UNDERSIGNED, BEING DULY SWORN, UPON HIS OATH DEPOSES AND SAYS:

ON _____ THE _____ DAY OF _____ 19____, AT _____ A.M.
P.M.

NAME _____
LAST (PLEASE PRINT) FIRST INITIAL

STREET _____

CITY - STATE _____

AGE _____ BIRTH DATE _____ RACE _____ SEX _____ HT. _____ WT. _____

DRIV. LIC. No. _____ KIND _____ NUMBER _____ DID UNLAWFULLY (OPERATE) (PARK)

VEH. LIC. No. _____ KIND _____ NUMBER _____ STATE _____ YR. _____ MAKE _____

UPON A PUBLIC HIGHWAY, NAMELY AT (LOCATION) _____

LOCATED IN THE CITY, VILLAGE, TOWNSHIP, COUNTY AND STATE AFORESAID AND DID THEN AND THERE COMMIT THE FOLLOWING OFFENSE:

Leading Causes of Accidents	SPEEDING (over limit) <input type="checkbox"/> 5-10 m.p.h. <input type="checkbox"/> 11-15 m.p.h. <input type="checkbox"/> over 15 m.p.h.	NAME Last First Initial Social Security Number
	Improper LEFT TURN <input type="checkbox"/> No Signal <input type="checkbox"/> Cut corner <input type="checkbox"/> From wrong lane	
	Improper RIGHT TURN <input type="checkbox"/> No Signal <input type="checkbox"/> Into wrong lane <input type="checkbox"/> From wrong lane	
	Disobeyed TRAFFIC SIGNAL (When light turned red) <input type="checkbox"/> Past middle intersection <input type="checkbox"/> Middle of intersection <input type="checkbox"/> Not reached intersection	
	Disobeyed STOP SIGN <input type="checkbox"/> Wrong place <input type="checkbox"/> Wala speed <input type="checkbox"/> Faster	
	Improper PASSING AND LANE USAGE <input type="checkbox"/> At intersection <input type="checkbox"/> Cut in <input type="checkbox"/> Wrong Side of pavement	
	<input type="checkbox"/> Between Traffic Lanes <input type="checkbox"/> On right <input type="checkbox"/> On hill	
	<input type="checkbox"/> Straddling <input type="checkbox"/> Wrong lane <input type="checkbox"/> On curve	
	OTHER VIOLATIONS (describe) _____ OF THE _____	
	<input type="checkbox"/> State Statute <input type="checkbox"/> Local Ordinance in such case made and provided.	

PARKING: _____ Prohibited Double Expired
Meter No. _____ Overtime Area Parking Meter

Conditions that increased seriousness of violation	SLIPPERY PAVEMENT <input type="checkbox"/> Rain <input type="checkbox"/> Snow <input type="checkbox"/> Ice	TYPE OF ACCIDENT	PD PI FATAL <input type="checkbox"/> Ped. <input type="checkbox"/> Vehicle <input type="checkbox"/> Hit Fixed Object <input type="checkbox"/> Right Angle <input type="checkbox"/> Head on <input type="checkbox"/> Sideswipe <input type="checkbox"/> Rear end <input type="checkbox"/> Ran off Roadway <input type="checkbox"/> Intersection	
	DARKNESS <input type="checkbox"/> Night <input type="checkbox"/> Fog <input type="checkbox"/> Snow			CAUSED PERSON TO COLLIDE <input type="checkbox"/> Pedestrian <input type="checkbox"/> Driver
	OTHER TRAFFIC PRESENT <input type="checkbox"/> Crossing <input type="checkbox"/> Pedestrians <input type="checkbox"/> Same direction			JUST MISSED ACCIDENT <input type="checkbox"/>
	AREA: <input type="checkbox"/> Business <input type="checkbox"/> Industrial <input type="checkbox"/> School <input type="checkbox"/> Residential <input type="checkbox"/> Rural			
	HIGHWAY TYPE: <input type="checkbox"/> 2 lane <input type="checkbox"/> 3 lane <input type="checkbox"/> 4 lane <input type="checkbox"/> 4 lane divided			

THE UNDERSIGNED FURTHER STATES THAT HE HAS JUST AND REASONABLE GROUNDS TO BELIEVE AND DOES BELIEVE, THAT THE PERSON NAMED ABOVE COMMITTED THE OFFENSE HEREIN SET FORTH, CONTRARY TO LAW.

SWORN TO AND SUBSCRIBED BEFORE ME

THIS _____ DAY OF _____ 19____ (Signature and identification of officer or other complainant)

(Name and title) _____ (Unit No.) _____

COURT APPEARANCE: _____ DAY OF _____ 19____, AT _____ M.

ADDRESS OF COURT _____
I PROMISE TO APPEAR IN SAID COURT OR BUREAU AT SAID TIME AND PLACE.
SIGNATURE _____



READ CAREFULLY

If you wish to plead guilty to the offense indicated, without going to Court, you may inquire as to the proper procedure at the Sheriff's office in the County in which the alleged offense occurred or at the City Police Department if the arrest was made within the city limits.

BRING THIS SUMMONS WITH YOU

NOTICE

THE COURT WILL ISSUE A WARRANT FOR THE ARREST OF ANY DEFENDANT WHO IS A RESIDENT OF THIS STATE AND WHO HAS FAILED TO APPEAR TO ANSWER A TRAFFIC SUMMONS DULY SERVED UPON HIM AND UPON WHICH A COMPLAINT HAS BEEN FILED.

APPEARANCE PLEA OF GUILTY AND WAIVER

I, the undersigned, do hereby enter my appearance on the complaint of the offense charged on other side of this summons. I have been informed of my right to a trial, that my signature to this plea of guilty will have the same force and effect as a judgment of court, and that this record will be sent to the Licensing Authority of this State (or of the State where I received my license to drive) I do hereby PLEAD GUILTY to said offense as charged and WAIVE my rights to a hearing by court or jury. It is understood that a bail deposit will be forfeited in lieu of fine of court and in full settlement of said violation and further agree to pay the penalty prescribed for my offense.

AMOUNT \$ _____

(Defendant's name)

(Address)

(Receipt No)

(Date)

"ABSTRACT of COURT RECORD for STATE LICENSING AUTHORITY"

CASE No. _____ DOCKET No. _____ PAGE No. _____

Date	COURT ACTION AND OTHER ORDERS
	The within complaint has been examined and there is probable cause for filing the same Leave is hereby granted to file the complaint Complaint filed.
	Bail fixed at \$ _____ or cash deposit of \$ _____ Signature of person giving bail _____ Signature of person taking bail _____
	Fine in the amount of \$ _____ received as required by court schedule. Signature of Clerk _____
	Continuance to _____ Reason _____
	Continuance to _____ Reason _____
	Warrant issued _____
	Warrant served _____
	Trial by Court (jury) Plea _____ Defendant Arraigned _____ Waives Trial by Jury _____ Finding by Court _____ Finding by Jury _____ The Court therefore, enters following order: Fined \$ _____ Costs \$ _____ Jailed _____ days in _____ Traffic School _____ Probation _____ Defendant Notified of His Rights _____ Driver's <input type="checkbox"/> Suspended for _____ days License <input type="checkbox"/> Recommended for Suspension _____ days
	Testimony—Judges Notes: (or other Court Orders):
	As provided by Law, I hereby certify that the information on this ticket is a true abstract of the record of this court or bureau in this case. Signature of Judge or Clerk _____
	Appeal Bond of \$ _____ Filed for _____ Appeal to _____ Court _____

MAIL TO: STATE LICENSING AUTHORITY

CASE No. _____ DOCKET No. _____ PAGE No. _____

Date	COURT ACTION AND OTHER ORDERS
	The within complaint has been examined and there is probable cause for filing the same. Leave is hereby granted to file the complaint. Complaint filed.
	Bail fixed at \$ _____ or cash deposit of \$ _____ _____ Signature of person giving bail _____ Signature of person taking bail
	Fine in the amount of \$ _____ received as required by court schedule. _____ Signature of Clerk
	Continuance to _____ Reason _____
	Continuance to _____ Reason _____
	Warrant issued _____
	Warrant served _____
	Trial by Court (Jury) Plea _____ Defendant Arraigned _____ Waives Trial by Jury _____ Finding by Court _____ Finding by Jury _____ The Court therefore, enters following order: Fined \$ _____ Costs \$ _____ Jailed _____ days in _____ Traffic School _____ Probation _____ Defendant Notified of His Rights _____ Driver's License { <input type="checkbox"/> Suspended for _____ days <input type="checkbox"/> Recommended for Suspension _____ days
	_____ Signature of Judge or Clerk Testimony—Judges Notes: (or other Court Orders): _____ _____
	Appeal Bond of \$ _____ Filed for _____ Appeal to _____ Court

FIELD INTERVIEW REPORT

NO. _____ POLICE DEPT. FIELD INTERVIEW REPORT									
Name (last first) middle			Location				RD.		
Residence Address			Res Phone		Date + Time Interviewed				
Driver (X)	Pass (X)	Ped (X)	Nickname						
Sex	Race	Age	Height	Weight	Hair	Eyes	Complex.		
Marks of Identification:		Scars, Tattoos, Etc.							
Dress									
								Opr. or Chauff. Lic. No.	
Year & Make of Car		Type	Lic. No.		Color				

(REVERSE)

Suspects Business Address (if juvenile, name of school)		
List names of all persons with suspect at time of interrogation		
Reason for Interrogation		
Disposition		
Officer(s) Reporting (Name and Badge No.)		Divn
		Detail

INCIDENT NO.		MOTOR VEHICLE REPORT			
2. VEHICLE OWNER		3. RESIDENCE ADDRESS		4. RES. PHONE	
5. (CHECK ONE) THEFT <input type="checkbox"/> ATT. THEFT <input type="checkbox"/> IMPOUND <input type="checkbox"/> THEFT & RECOVERY <input type="checkbox"/> RECOVERY FOR OTHER JURIS. <input type="checkbox"/>		6. OWNER'S BUSINESS ADDRESS		7. BUS. PHONE	
8. TYPE OF VEHICLE (AUTO, TRUCK, MOTOR, ETC.)		9. PREMISES (DRIVY, PK. LOT, ETC.)		10. DATE & TIME CALL RECD.	11. R. D.
12. LOCATION OF OCCURRENCE NUMBER _____ STREET _____		13. DATE & TIME OCCURRED		14. DATE & TIME POLICE ARRIVED	
15. YEAR	16. LICENSE NO.	17. STATE	18. YEAR	19. VEH. I. D. NO.	20. MOTOR NO.
19. COLOR	21. CYLINDERS	22. TRANSMISSION	23. POWER EQUIP.	24. VALUE	
20. ACCESSORIES TAPES DECK <input type="checkbox"/> SPOTLIGHT <input type="checkbox"/> RADIO <input type="checkbox"/> SEATER <input type="checkbox"/> A. COND. <input type="checkbox"/>	4 <input type="checkbox"/> 6 <input type="checkbox"/> 8 <input type="checkbox"/>	STAND. <input type="checkbox"/> AUTO <input type="checkbox"/>	SPARKS <input type="checkbox"/> STEERING <input type="checkbox"/>	WINDSHIELD <input type="checkbox"/>	
VEHICLE CONDITION	25. INDICATE DAMAGE BY LOCATION	26. PERSONAL PROP. IN VEH. MILEAGE YES (DESCRIBE BELOW) <input type="checkbox"/> NO <input type="checkbox"/>		27. WERE DOORS LOCKED YES <input type="checkbox"/> NO <input type="checkbox"/>	28. IGNITION LOCKED YES <input type="checkbox"/> NO <input type="checkbox"/>
29. TITLE HOLDER (IF FINANCED—NAME OF INSTITUTION)		30. ADDRESS		31. BUS. PHONE	32. DATE LAST PYMT.
33. NAME OF PERSON LAST DRIVING VEHICLE		34. ADDRESS		35. RES. PHONE	36. BUS. PHONE
37. VEHICLE LISTED BY WHAT COMPANY		ADDRESS		NUMBER	CITY STATE
38. WHERE WAS PERSON FROM WHOM THE VEHICLE WAS STOLEN, AT THAT TIME				39. SOBRIETY OF THIS PERSON SOBER <input type="checkbox"/> H.B.D. <input type="checkbox"/> INTOXIC. <input type="checkbox"/>	
40. PREVIOUS THEFT: IF YES GIVE DATE AND LOCATION OF THEFT AND RECOVERY YES <input type="checkbox"/> NO <input type="checkbox"/>					
41. BROADCAST AUTHORIZED BY		42. DISPATCHED BY:		43. DATE AND TIME DISPATCHED	
44. INFORMATION DISTRIBUTED TO C.F.D. <input type="checkbox"/> D.P.S. <input type="checkbox"/> SHERIFF <input type="checkbox"/> F.B.I. <input type="checkbox"/> RADIO <input type="checkbox"/>					
45. NARRATIVE:					
Report Made by.....			Date.....		
Emp. No.			Indexed.....		
Approved by.....			Date.....		
Emp. No.			Bulletin.....		
Assigned to.....			Date.....		
Emp. No.			Recorded.....		
Cleared by: Arrest.....		Unfounded.....		Inactive.....	
Emp. No.		Emp. No.		Emp. No.	
				Excep. Cleared.....	
				Emp. No.	

SUPERVISOR'S DAILY REPORT

NAME	ON DUTY	OFF DUTY	TOTAL HOURS WORKED	OVERTIME	WATCH	ASSIGNMENT	DATE	
VEHICLE NO.	MILEAGE-START	MILEAGE-FINISH	TOTAL MILES	GAS-NO, GAL.	COST	OIL-NO, QTS.	COST	TOTAL COST

SIGNED: _____ APPROVED: _____

WEEKLY REPORT							
PERIOD ENDING _____							
	THIS PERIOD	YEAR TO DATE	LAST YEAR TO DATE	PERCENT OF CHANGE	CURRENT 12 MONTHS	PREVIOUS 12 MONTHS	PERCENT OF CHANGE
MAJOR OFFENSES							
HOMICIDE							
ROBBERY							
AGGRAVATED ASSAULT							
RAP							
BURGLARY							
THEFT OVER \$50							
AUTO THEFT							
TOTALS							
ARRESTS - ADULT AND JUVENILE							
HOMICIDE							
ROBBERY							
AGGRAVATED ASSAULT							
RAP							
BURGLARY							
THEFT OVER \$50							
AUTO THEFT							
TOTALS							
OTHER OFFENSES							
B. AND E. - AUTO							
WORTHLESS DOCUMENTS							
THEFT UNDER \$50							
TOTALS							
OTHER ARRESTS							
B. AND E. - AUTO							
WORTHLESS DOCUMENTS							
THEFT UNDER \$50							
LIQUOR LAWS							
NARCOTICS							
SEX OFFENSES							
DRUNK							
D.W.I.							
OTHER ARRESTS							
TOTALS							
TRAFFIC ACCIDENTS							
FATAL							
INJURY							
PROPERTY DAMAGE							
TOTALS							
TRAFFIC CITATIONS							
MOVING CITATIONS							
NON-MOVING CITATIONS							
PARKING CITATIONS							
TOTALS							
JUVENILE ARRESTS							
JUVENILES BOOKED							
CONTACTS							
ADULTS HANDLED							
TOTALS							

CONSOLIDATED MONTHLY REPORT
For Month of _____, 19__

OFFENSES REPORTED					OFFENSES CLEARED						
This Month	Last Month	This yr to date	Last yr to date	% + or - same prd last yr	CLASSIFICATION OF OFFENSES	This Month	Last Month	This yr to date	Last yr to date	% + or - same prd last yr	
					Part 1						
					1. Murder						
					2. Neg. Homicide						
					3. Forcible Rape						
					4. Robbery						
					5. Agg. assault						
					6. Burglary						
					7. Theft Over						
					8. Theft Under						
					9. Auto Theft						
					TOTAL Part 1						
					Part 2						
					13. Other assaults						
					14. Forgery & Pass.						
					15. Embezz. Fraud						
					16. Rec. Stolen Prop.						
					17. Weapons Poss. etc.						
					18. Sex Off						
					19. Prostitution						
					20. Resisting Arrest						
					21. Narcotic laws						
					22. Liquor laws						
					23. Drunkenness						
					24. D.W.I.						
					25. D.W.I.SDSP						
					26. Disorderly Conduct						
					27. Gambling						
					28. All other Off.						
					29. Susp. Persons						
					TOTAL Part 2						
					TOTAL 1 & 2						
					Part 4 JUVENILE OFFENSES	Part 3 TRAFFIC ANALYSIS					
						30. Speeding					
						31. Drivers License					
						32. Fail to Yield RW					
						33. Drove left of ctr.					
						34. Imp. Overtaking					
						35. Follow too closely					
						36. Made Improper turn					
						37. Inadequate brakes					
						38. Improper lights					
						39. All parking					
						40. Traffic Signal					
						41. Stop Signs					
						42. All Others					
						TOTAL TRAFFIC					
					Part 5 TRAFFIC ACCIDENTS						
					Death						
					Injury						
					Property						
					TOTAL						

END

7 Miss/1112