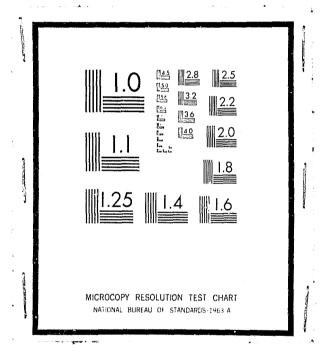
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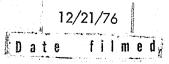
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U.S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE WASHINGTON, D.C. 20531



R-76-152 LAW ENFORCEMENT ASSISTANCE ADMINISTRATION POLICE TECHNICAL ASSISTANCE REPORT Dukes County, Massachusetts; Consolidation SUBJECT: Records and Investigation Services - -REPORT NUMBER: 76-101 Dukes County, Massachusetts, All Islands Selectmen's FOR: Association 7850 County Population 44 full time Police Strength (Sworn) 22 part time Total 102 square miles County Area: NCJA अधा १९ मा Westinghouse Justice Institute CONTRACTOR: Larry R. Walton CONSULTANT:

CONTRACT NUMBER:

J-LEAA-003-76)

DATE:

July 1976

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### FOREWORD

This request for Technical Assistance was made by the Dukes County (Martha's Vineyard), Massachusetts, All Islands Selectmen's Association. The requested assistance was concerned with developing a plan to consolidate police records and follow-up investigative functions for the six townships of Martha's Vineyard Island.

Requesting Agency:

Dukes County, Massachusetts, All Islands

Selectmen's Association,

Mr. Fred B. "Ted" Morgan, Chairman.

State Planning Agency:

Massachusetts Committee on Criminal Justice,

Mr. Clifford L. Karchmer.

Approving Agency:

LEAA Region I. (Boston),

Mr. John M. Keeley, Police Specialist.

### 1. INTRODUCTION

This study was concerned with developing an effective operational plan for a consolidated records system and a consolidated investigative unit for the police departments of Martha's Vineyard Island of Dukes County, Massachusetts. Martha's Vineyard is located approximately 6 miles south of Cape Cod, Massachusetts. The population of the Island is approximately 7,850; but during the summer months, the population increases to 75,000 to 100,000. The Island is approximately 102 square miles in area, and is divided into six townships (see Table 1-1): Chilmark; Edgartown, the County Seat; Gay Head; Oak Bluffs; Tisbury; and West Tisbury. County government consists of a board of three County Commissioners. Each township is governed by a board of Selectmen; all County Selectmen are members of the All Islands Selectmen's Association.

As shown in Table 1-1, each town provides police services by a separate and distinct police department. In addition, the Sheriff's Office has countywide jurisdiction and operates the County Jail and the Communications Center, which provides police and fire communications services for all six towns. A breathalyzer is available at the County Jail. Laboratory facilities are available through the Sheriff's Office in Barnstable (Cape Cod). Prisoners receiving jail sentences of any length are incarcerated in the Barnstable County Jail, since the Dukes County Jail is not adequate for long-term incarcerations. During the summer tourist season, each police department hires additional police personnel to handle the heavy seasonal workload.

Accurate workload factors are not compiled uniformly, rendering precise tabulations impractical. Selected workload factors for 1975 of each police department are shown in Table 1-2.

Conclusions and recommendations developed in this study were based on interviews with representatives of the involved agencies, observations of operating procedures, examination of available workload data, a review of records forms and systems presently in use, analysis of services presently available, and a review of prior consolidation studies pertinent to Martha's Vineyard.

Persons interviewed include the following:

- Mr. Fred B. (Ted) Morgan, Edgartown Selectman, Chairman, All Islands Selectmen's Association.
- Sheriff Christofer Look, Dukes County.
- Mrs. Rose Gouveia, Supervisor, Communications Center.
- o Master Jailer Michael McCormack, Dukes County Sheriff's Office.

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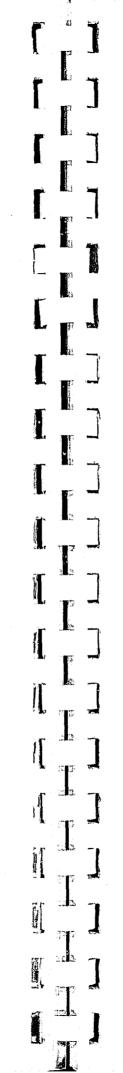


TABLE 1-1

DUKES COUNTY DEMOGRAPHIC DATA

Jurisdiction	Population	Area Square Miles	Police Strength Sworn	Police Strength Civilian
Dukes County (Sheriff's Of	7,850	102	9 full time, 10 part-time	0
Chilmark	500	22	3 full time	0
Edgartown	2,000	33	8 full time 2 part-time	0
Gay Head	400	6.3	2 full time 1 part-time	0
Oak Bluffs	1,400	7.5	10 full time	1
Tisbury	2,800	6.5	<pre>11 full time 6 part-time</pre>	1
West Tisbury	750	26.7	3 part-time	0

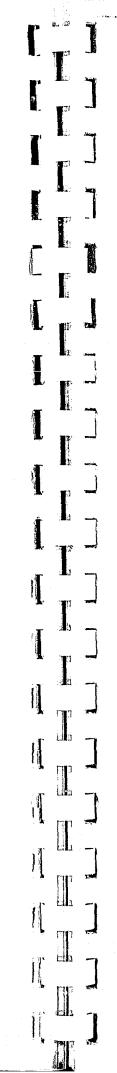
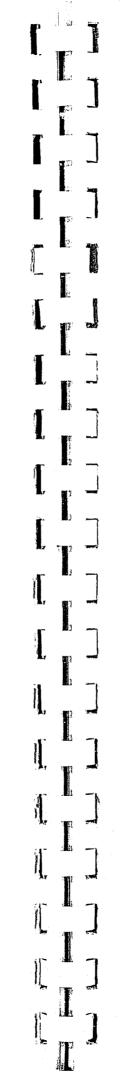


TABLE 1-2

DUKES COUNTY POLICE DEPARTMENTS -- SELECTED WORKLOAD FACTORS FOR 1975

Police Department	Index Crimes	Arrests	Traffic Accidents
Chilmark	87	175*	57
Edgartown	124	50	91
Gay Head	27	9	9
Oak Bluffs	120*	214	154
	500	130	264
Tisbury	25*	6*	35*
West Tisbury	883*	584*	610*
Totals			

\*estimated



- Chief of Police Charles V. Maida, Chilmark Police Department.
- e Chief of Police Bruce Pratt, Edgartown Police Department.
- Sergeant G. Searle, Edgartown Police Department.
- Officer Carmen Salvador, Edgartown Police Department.
- Chief of Police Kenneth Belain, Gay Head Police Department.
- Officer M. J. Marshall, Gay Head Police Department.
- Chief of Police Peter Williamson, Oak Bluffs Police Department.
- A. C. Thompson, Clerk, Oak Bluffs Police Department.
- Chief of Police Raymond Maciel, Tisbury Police Department.
- Corporal Emilia L. Welch, Tisbury Police Department.
- Karen Maciel, Clerk, Tisbury Police Department.
- Chief of Police George Manter, West Tisbury Police Department.
- Special Sheriff Bryce Clowery, Barnstable County Sheriff's Office.

Data collected and reviewed by the Consultant included the following:

- Annual Reports, County of Dukes, 1974-1975.
- Workload factors -- Chilmark, Edgartown, Gay Head, Oak Bluffs, Tisbury, and West Tisbury Police Departments.
- Manpower Schedules -- Chilmark, Edgartown, Gay Head, Oak Bluffs, Tisbury and West Tisbury Police Departments.
- A Survey of the Feasibility of Consolidating Martha's Vineyard Police Services. U. S. Dept. of Justice, Law Enforcement Assistance Administration, August, 1975.
- Alternative Arrangements For the Regionalization of Selected Municipal Services in Martha's Vineyard, Massachusetts.

  Koepsell-Girard and Associates, Inc., Falls Church, Virginia, December 1972.
- Task Force Report: The Police, Standard 5.2, Combined Police Services. Prewident's Commission on Law Enforcement and Administration of Criminal Justice. Washington: Government Printing Office, 1967.

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### 2. UNDERSTANDING OF THE PROBLEM

For some time, the governing units of Martha's Vineyard have been aware of the need to develop and maintain cooperative governmental relationships between the six Island townships. A 1972 study (1) specifically identified the police functions of criminal investigation and recordkeeping as areas highly suitable for the development of cooperative arrangements, which would lead to increased efficiency. The same study also identified the "strong local feelings of town pride and self-reliance" apparent on the Island, and stated that any regionalization of services must provide for local representation and control.

In the same vein, a 1975 study of Martha's Vineyard police services (2) recommended a full consolidation of police services, or as an alternative, a limited consolidation of certain functions. Again, investigative and recordkeeping functions were specifically identified, Both studies cite current and pertinent legal statutes authorizing such consolidations.

The value of cooperative functions, in terms of efficiency, is already well-known to Island officials. A unified school district has been established; a County Airport serves the entire Island; and in the police field, the Sheriff's Office provides a jail for all six townships and operates a Communication's Center for all Island police and fire dispatching services.

Followup investigation of criminal offenses is a responsibility of the particular officer assigned to a call for service that involves a crime. Since no police department has more than 11 regular members, limited manpower precludes specialization of assignment in the investigative function. As a consequence, no single agency can do an adequate job of criminal investigation without seriously depleting available forces. As a result, many crimes that could probably be solved remain unsolved due to a lack of manpower and the ability to concentrate on this activity.

<sup>(1)</sup> Alternative Arrangements For The Regionalization of Selected

Municipal Services in Martha's Vineyard, Massachusetts. Koepsell Girard and Associates, Inc., Falls Church, Virginia, December 1972.

<sup>(2)</sup> A Survey of the Feasibility of Consolidating Martha's Vineyard Police Services. U.S. Department of Justice, Law Enforcement Assistance Administration, August 1975.

The various police departments all maintain some form of police records. The degree of sophistication of recordkeeping procedures varies from department to department; however, no single department does a completely adequate job in reporting, processing, or making use of records in the planning process. Report forms differ, reporting policies vary, filing and indexing procedures are not standard within the jurisdictions, and the recapitulation of statistical data for planning purposes is undeveloped. Furthermore, accurate workload records, with which estimates of necessary manpower commitments for investigative purposes may be made, do not exist. As a consequence, estimated manpower needs for this function cannot be specific with any degree of accuracy.

### 3. ANALYSIS OF THE PROBLEM

### 3.1 General

At the onset, it should be stated that the Consultant wholeheartedly concurs with previous recommendations that call for at least the consolidation of supportive police services. Analysis of existing services in the areas of recordkeeping and criminal investigation supports the conclusion that consolidation of these police functions on Martha's Vineyard Island is a logical and appropriate method to improve services.

It should be recognized, however, that consolidation per se does not necessarily lead to lower costs, or even to a more simple manner of performing the tasks to be consolidated. The primary goal of consolidation is to provide better service and/or to provide services heretofore unavailable. This goal cannot always be attained without increased costs. The consolidation of the investigative function is a case in point. At present, the concept of followup investigation on Martha's Vineyard receives little more than lip service. While personnel are charged with this responsibility, there is little time available to devote to the task. Except in the most serious instances, officers cannot neglect their other duties to confer with police officials in off-island towns, cannot interview arrestees held by off-island police agencies regarding crimes occurring on Martha's Vineyard, and cannot properly perform the multitude of other time-consuming tasks necessary to criminal investigation work. If they attempt to do so, other demanding tasks remain undone. At times, a supervisor or a chief of police attempts to conduct a criminal investigation; in this case, supervision, planning, and overall direction of the department suffers. As a consequence, the function of criminal investigation is, by necessity, largely ignored. Improvement calls for the addition of criminal investigators and provision of suitable (and continuing) training, office space, clerical assistance, and equipment. There is simply no way this can be done without increasing expenditures.

Much the same is true with regard to recordkeeping. As stated previously, it is the Consultant's opinion that the police records systems now in operation on Martha's Vineyard are inadequate. Certain differing aspects of each police department's records system are well considered and effectively implemented, but no one system provides the total gamut of efficient reporting and records maintenance necessary to a well-developed system.

It would, of course, be unwise to simply to integrate the various existing systems without giving consideration to the resulting "consolidated" system. If the individual systems are inadequate, the sum

of the parts will most likely also be inadequate. Therefore, recommendations for improvement sometimes entail greater effort in reporting and more voluminous files than exist at present to achieve the basic purpose -- the development of an efficient records system.

3.2 Administration

Based on the assumption that the recordkeeping and criminal investigation functions will be contained the first entire of the state of the first entire of the state of the s

Based on the assumption that the recordkeeping and criminal investigation functions will be consolidated, the first series of questions to be answered relate to administration of the new system. Basic decisions must be made regarding the desirability and composition of a steering or advisory committee, the designation of a specific administrator to be responsible for daily operations, the physical location of the consolidated functions, and equitable apportioning of costs.

### 3.2.1 Coordinating Committee.

Provision must be made for coordination of activities with other police functions, as well as other governmental functions. It is obvious that the individual chiefs of police must have an opportunity to make their wishes known and the towns' Selectmen and County Commissioners must participate; since in the final analysis, they are responsible for the effectiveness of the total police effort. The creation, therefore, of a Police Services Coordinating Committee is highly desirable. Provision must be made for adequate representation; but at the same time, care must be taken to avoid creating a committee that is unwieldy in size and, thus, unresponsive. Committee membership should consist of the six chiefs of police, a member of the All Islands Selectman's Association and one of the County Commissioners. Responsibilities should include provision of adequate financing, coordination of consolidated activities, review and resolvement of policy questions, and supervision of a Police Services Administrator.

### 3.2.2 Operation

Operation of the consolidated functions could be assigned to a member of the Coordinating Committee, a position of Administrator could be created, or an existing position in local government could be used. It is the Consultant's opinion that efficiency will be best achieved through use of an existing governmental position. The most logical and appropriate solution appears to be assignment of the responsibilities for daily administration to the County Sheriff. There is ample justification for such a course of action; the Sheriff is the County's chief law enforcement officer, and the only law enforcement officer with countywide authority. He is already administering the activities of two consolidated functions: the County Jail and the Communications Center. The very nature of the Sheriff's elective position ensures a measure of direct responsiveness to public needs. Additional justification is found in

the facts that investigators are very dependent on adequate police records. Except in the largest of police agencies, there is almost universal agreement among police authorities that records and communication activities should be administered jointly. Any other course of action would create unnecessary, additional coordination and control problems. Since the Sheriff's responsibilities, span of control, and actual number of employees would all be increased, and increase in salary for the Sheriff's position would be appropriate. It would also be appropriate for coordination of functions of the Communication Center to be formally assigned to the Police Services Coordinating Committee.

### 3.2.3 Physical Facilities

Activation of a consolidated program requires provisions of suitable facilites appropriate to the particular functions. For record-keeping, the solution is relatively simple. The room immediately adjacent to the Communications Center is well suited to house a police record-keeping operation appropriate to Martha's Vineyard. The supervisor of the Communications Center could also supervise the recordkeeping function. Minor alterations that allow for entrance directly from the Communications Center would make records information available to police personnel (through the dispatcher) 24 hours a day. The time that Communications Center personnel are not spent actively in dispatching duties could be used to perform various records tasks such as filing, typing reports, and the like. This should allow for the hiring of no more than two fulltime clerks to staff the recordkeeping function and would also include clerical needs of the investigative staff.

Although not directly related to this study, the Consultant observed that no police department on Martha's Vineyard has direct access to teletype communications with State and National computerized criminal information banks. This constitutes a serious oversight. Alternatives to such a system are slow, unwieldy, and, at times, inaccurate. The comparatively minimal cost of a teletype interface with criminal information banks does not begin to compare to the potential this equipment has to effectively combat crime.

When arranging suitable facilities for investigative personnel, the actual location of workload occurrence must be taken into consideration. A review of workload factors shown in Table 1-2 indicates that the Tisbury-Oak Bluffs area is responsible for the major portion of those police incidents of interest to criminal investigators. The Edgartown area also has a significant workload; as well, all arrestees are incarcerated in the County Jail at Edgartown. In addition, the reliance of investigators on criminal records and clerical assistance supports a proposal to provide office space at the Communications Center. Therefore, the most suitable arrangement would be to provide offices for the

investigative staff at the Communications Center (main office) and at Edgartown, and an office and interview room in the Tisbury - Oak Bluffs area. The availability of adequate office space at these three locations would reduce unproductive travel time that would be necessary if only a single office were provided. In addition, a secure property room should be provided at the Communications Center for storage of evidential and found property.

### 3.2.4 Cost Apportionment

Previous studies have pointed to various methods to apportion costs of consolidated functions among the participating towns. In addition, Dukes County has developed a method to apportion costs of the Communications Center to each town. In the final analysis, any system satisfactory to the participating agencies will suffice. It is submitted, however, that reported crimes should be considered a factor in determining costs, inasmuch as the number and location of reported crimes has a direct bearing on the workload of both recordkeeping and investigative personnel. This is perhaps more accurate for these two functions than would be if apportioning of costs for total police services were necessary.

### 3.3 Investigative Function

Basic to the investigative function are decisions pertaining to the number of personnel, responsibilities, supervision of the function, and recruitment of personnel.

### 3.3.1 Number of Personnel

A review of the number of personnel assigned to law enforcement on Martha's Vineyard indicates that at least in terms of population, the Island is over-policed. However, consideration must be given to the unusual seasonal demands for police services on Martha's Vineyard. There is an influx of approximately 90,000 people during the summer months; therefore, even with parttime personnel, permanent police personnel vacations, training, and other deferable matters must be scheduled during winter months when service demands are at their lowest. In addition, although summer demands are the greatest, there is almost no time of the year when tourists do not swell the permanent population. Another consideration is that the type of calls for service from a "vacation population" are usually less serious (crimewise) than those of a permanent population of the same size. Therefore, the generally accepted rule of thumb that 8 to 11 percent of the force should be assigned to followup investigation tasks is not entirely valid.

The lack of accurate reporting of crime statistics also makes it difficult to estimate manpower needs with any degree of accuracy. The

best that can be said is that approximately 883 Index Crimes occurred in 1975 on Martha's Vineyard. The majority of these incidents were burglaries.

With regard to caseload, a monthly assignment of 40 cases per investigator for general investigations is considered low. Burglary, however, is a crime that normally requires a greater expenditure of investigative time than most other offenses. Needless to say, within broad limits, with more manpower devoted to this function, more cases can be solved, there is a greater deterrent effect, and more stolen property can be recovered.

Due to the variables cited above, no accurate prediction of manpower requirements for the investigative function can be made. However, under present circumstances, a staff of three fulltime investigators would not be excessive. Three investigators would provide for satisfactory relief during vacations, training schools, days off, and so on and enable two investigators to actually work most of the time. In most cases, investigators should work alone. The assignment of two-man investigation team is seldom productive except where specific circumstances dictate the actual necessity of two officers. As reliable workload statistics are developed, upward adjustments in manpower can be made, if appropriate.

It would also be appropriate to provide secretarial assistance at the Communications Center investigative office. This assistance is necessary to provide for preparation of case reports, progress or supplemental reports, recording of interviews and confessions, serving as a receptionist, taking telephone messages, and the like. This is the reason for the recommendation of assigning two records clerks to the records function.

### 3.3.2 Responsibilities

The investigation of police incidents is generally divided into two catagories: Preliminary and followup investigation. Preliminary investigation includes response to the scene of the incident; interviewing the victim; locating, identifying and interviewing witnesses, if possible; identifying and locating suspects; arresting suspects located during these initial activities; searching the crime scene and preserving evidence; and reporting the results of the above activities in writing by means of a formal report. This portion of an investigation is properly assigned to patrol officers. The followup investigation includes the investigation of crimes and other police incidents possibly related to crimes (e.g., accidental deaths other than traffic) commencing at the point the patrol officers left off, apprehending and interviewing the offenders, assisting in the preparation of cases for prosecution, and recovering stolen property. This portion of an investigation is properly assigned to a detective or investigative staff if personnel are available for such assignment. Upon activation of an investigative unit



for the Martha's Vineyard police departments, assignment of these responsibilities to the unit would be appropriate. In Martha's Vineyard, it would be feasible for investigative personnel to also assume custody of evidence and found property. (Necessary records and reports relating directly to investigative personnel are described in Section 3.4.)

It would also be appropriate to establish a list of police incidents for which prompt notification of investigative personnel would be mandatory, regardless of the hour of occurrence. Such a list should include:

- Criminal deaths, including traffic accidents involving hit-and-run and driving-under-the-influence of drugs or narcotics.
- Felonious assaults, where the victim is likely to die.
- Kidnappings.
- Armed robberies.
- Forcible rapes.
- Safe burglaries.
- Other crimes against property where the loss exceeds \$1,000.

Investigators should also be required to complete a daily report of their activities. A ledger-type book is satisfactory for this purpose. Entries should include such items as activities performed, persons interviewed, cases cleared, arrests made, and property recovered. A supplemental report should be completed at least every 30 days on all unsolved cases until such time as, with the approval of the Sheriff, a case can be considered "cleared" (according to FBI standards) or "closed" if all reasonable avenues of investigation have been explored with negative results.

### 3.3.3 Supervision

As discussed previously, responsibility for supervision of the investigators can most appropriately be assigned to the Sheriff. His position as the County's chief law enforcement officer makes any other assignment of this function duplicative and subject to coordination and control complications.

### 3.3.4 Recruitment of Personnel

If responsibility for the investigative function and for supervision of the investigators is assigned to the Sheriff, the investigators should

be deputy sheriffs. Although existing police personnel could be "loaned" on a long-term basis, the problems of salary adjustments, pension contributions, compensation of joh-related injuries, liability for civil actions resulting from the investigators' activities, and divided loyalties all tend to make such a procedure cumbersome and unwieldy. A far more simple solution is to recruit investigative personnel who will become permanent members of the Sheriff's Department. If suitable applicants cannot be found among police departments on the Island or other nearby communities, consideration should be given to hiring retired servicemen with military police experience.

### 3.4 Records

Decisions must also be made regarding the number of personnel, responsibilities, supervision, and actual mechanics of an efficient records system.

### 3.4.1 Number of Personnel

As described previously, two clerks should be assigned to the records function. Previous experience in maintaining business records, as well as better than average typing ability, should be considered as basic requirements. Clerical personnel should also be aware that their services will be required occasionally on weekends and at late and unusual hours when assistance to investigative personnel is necessary.

## 3.4.2 Responsibilities

Since the communications and dispatching workload is comparatively light on certain days and during certain hours, communications personnel could assist with records tasks. At other times, the communications workload is heavy enough that assistance from records personnel would be appropriate. To avoid conflict and jurisdictional disputes, all dispatchers and records personnel should be integrated into one single unit, with all personnel responsible for, and capable of, performing any clerical or dispatching function. The two functions are interrelated, and supervision and direction of activities would thus be simplified.

Basic responsibilities should include the receipt, auditing, typing if necessary, reproduction, distribution, filing, and maintenance of all Island police agency records, except for an individual department's administrative records such as personal correspondence, budgetary, and personnel matters. In addition, the records function should encompass tabulating and publishing periodic statistical reports for Island police agencies and processing of work documents related to the communications and jail functions. If time allows, secretarial assistance to individual departments should be provided.

### 3.4.3 Supervision

The most appropriate way to provide records unit supervision is to integrate the records and communications functions and place the Communications Center supervisor in charge, under the direction of the Sheriff.

### 3.4.4 Information Transmittal

If care is not taken, centralization of records can result in individual chiefs of police being less aware of incidents that occur in his jurisdiction. No matter how efficient otherwise, if the system does not provide for a flow of pertinent information to the respective departments, it will not operate effectively. This information flow will depend on two main factors: Provision of a duplicating machine at the Communications Records Center, and operation of a messenger system.

A duplicating machine is vital to provide the appropriate report copies, daily reports, and so on to the various chiefs of police.

A satisfactory messenger system need not be formalized. An adequate system would probably require nothing more than cooperation between neighboring departments in forwarding daily correspondence, copies of reports, and the like to and from the Communications Records Center to various departments. The most important transmittal would be that of a copy of the Daily Report, for the preceding 24-hour period, to each chief of police by 8:00 a.m. each weekday. This would enable each chief of police to keep abreast of current police matters throughout the Island. The second most important transmittal would be penciled copies of reports forewarding to the Communications Records Center for typing and processing. Although a specific time of transmittal is not important for these, prompt transmittal is highly desirable so that reports can be processed promptly, the information can be entered into the system, and investigative personnel can be apprised of the reported incident. If patrol-car-to-patrol-car transmittal does not prove to be satisfactory, then other avenues, such as school or public bus service, should be explored. As a last resort, it may be necessary to staff a formal County Messenger Service to operate as part of the Communications-Records Center. Initiation of this type of service may reveal the need for a similar type of service by other governmental agencies, particularly during the summer months.

### 3.4.5 Proposed Records System

The importance of adequate police records cannot be overstressed. The records system serves as the official police "memory bank" and is vital to the success of all phases of police activities. An effective

system assists the police in identifying and evaluating problems, in informing concerned persons and agencies of budgeting needs, in justifying and explaining actions taken, in the decisionmaking process, and in deterring crime through apprehension of violators and recovery of stolen property. An additional factor that is frequently overlooked is that, as a public service agency, the police are providing an important service when they make accurate, detailed information about a crime available to the victim of the crime for insurance recovery purposes. Thus, operation of a police agency that lacks full and complete reporting and does not make use of appropriate report forms can be likened to flying an airplane or navigating an ocean liner without instruments. It can be done, but not well, and not safely.

As stated previously, it is the Consultant's opinion that no one police agency on Martha's Vineyard does a completely adequate job of reporting or recordkeeping. As a consequence, an efficient system will entail a greater effort on the part of all personnel involved in the recordkeeping process. The proposed system (see Appendix A) is in many ways a composite of systems new in use on the Island. In some cases, more detailed reports are recommended; in other cases, a more sophisticated system of filing and indexing is advocated. Of course, the overall purpose is to create a total system that is appropriate to the needs of the Island police departments and considers the need for economy in terms of the time spent by field and records personnel and the dictates of an efficient system.

### 4. RECOMMENDATIONS

Establishment of a consolidated investigative operation and a consolidated recordkeeping system for Martha's Vineyard can best be accomplished in the following manner:

### 4.1 Administration

- A Police Services Coordinating Committee should be established with membership restricted to the six chief's of police, a member of the All Islands Selectmen's Association, and a County Commissioner. Responsibilities should include provision of adequate financing, coordination of functions with other units of government, establishment of policies, and supervision of the Police Services administrator.
- A Police Services administrator should be appointed to direct the activities of the consolidated functions, which should include the Communications Center, the records operation, and the investigative function. The County Sheriff should serve as the Administrator.
- The records and communications functions should be housed in adjoining rooms at the County Airport, under the daily supervision of the Communications Supervisor. The duties and personnel of the two functions should be integrated, and all personnel should be trained in all phases of the integrated operation.
- A teletype interfaced with State and National Criminal Information systems should be installed in the Communications Records Center.
- Offices should be established for investigative personnel at the County Airport (main office), at Edgartown, and in the Tisbury Oak Bluffs area. The Tisbury Oak Bluffs office should include a separate interview room to accommodate the anticipated volume of activity in that area.
- Costs of the consolidated activities may be based on an apportionment satisfactory to the Island communities. Solutions include those recommended in previous studies; the present system used for the Communications Center; or a system based on the frequency of reported crime, by area.

### 4.2 Investigative Function

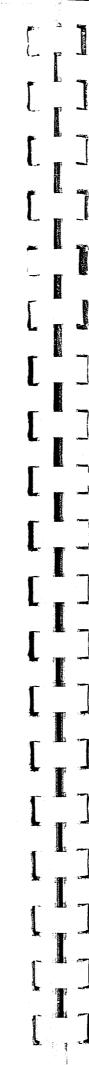
- To properly staff the investigative function, considering the need for training, vacations, and the like, it is recommended that a staff of three investigators be provided.
- In most cases, investigators shouls work alone.
- The investigative function should be provided secretarial assistance through the use of available services of Communications Records Center personnel.
- Investigators should be responsible for followup investigation of all reported crimes, and other incidents possibly related to the commission of a crime; apprehending and interviewing the offenders; assisting in the preparation of cases for court; recovering stolen property; and maintaining custody of evidential and found property.
- Investigators should be notified by patrol personnel without delay in the case of:
  - Criminal deaths, including traffic accidents involving hit-and-run and driving-under-the-influence of drugs or narcotics.
  - Felonious assaults, where the victim is likely to die.
  - Kidnappings.
  - Armed robberies.
  - Forcible rapes.
  - Safe Burglaries.
  - Other crimes against property where the estimated loss exceeds \$1,000.
- Investigators should complete a daily report of their activities in a ledger book.
- Supplemental reports should be completed at least every 30 days on each unsolved case until the case is either "cleared" or "closed". Either classification should be

approved by the Sheriff. Each report prepared should describe the progress made and/or efforts made in solying the case during the preceding 30 days.

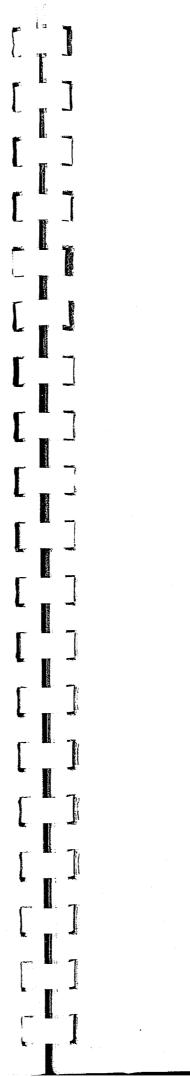
Investigators should be recruited as regular, fulltime personnel of the Sheriff's Office. A "loan" system from local departments should not be used.

### 4.3 Records

- Two records clerks should be hired to staff the records functions, which should be integrated with the communications personnel and functions into a combined Communications Records Center. All personnel would then perform all functions as necessary.
- Specific records tasks should include receiving; auditing; typing, if appropriate; reproducing; distributing; filing; and maintaining the police records for Island police agencies. However, administrative records (e.g., personal correspondence; budgetary and personnel matters) of an individual department and tabulation and publication of statistical reports for all Island police agencies should be excluded from the combined function. Assigned tasks should also include the processing of work documents related to the communications and jail functions and secretarial assistance to individual departments.
- A duplicating machine should be acquired and located in the Communications Records Center.
- Transmittal of records and reports should be accomplished through an informal working arrangement between field units of the towns. If this does not prove satisfactory, use of school buses, public buses, or establishment of a County messenger service (in that order) should be explored.
- A copy of the Daily Report should be forwarded to each chief of police each weekday before 8:00 a.m.. The Daily Report should cover the preceding, 24-hour period of 7:00 a.m. to 7:00 a.m.
- Reports to be processed by the Communications Records Center should be forwarded promptly by the initiating department.
- A new records system should be established for use by all Island police departments. Details of the proposed system are included in Appendix A. Exemplar report forms are included in Appendix B.



• All reports prepared by field personnel should be completed before the reporting officer's tour of duty is completed, eyen if the use of overtime is necessary.



# APPENDIX A

PROPOSED RECORDS SYSTEM

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### 1. Incident Ledger

- This Ledger should be maintained at the Communications Record Center and serve as the primary record of reported field incidents, a report audit source, and a chronological crossfile to all reports. Entries should be sequentially numbered.
- Upon completion of an Offense, Miscellaneous Incident, Traffic Accident, Property, or Vehicle Report (all described herein), the reporting officer should obtain an Incident Number from the Communications Records Center via landline or in person (use of the radio should be avoided, due to the resulting unnecessary volume of air traffic).
  - Multiple incidents arising from the same occurrence require only one number.
  - Incidents not falling in the categories specifically listed above should not be assigned a number from this Ledger. All numbered incidents require completion of one or more of the listed reports.
- Appropriate identifying information shall be entered in the Incident Ledger.
  - Date and time of occurrence.
  - Type of occurrence.
  - Location, including town -- an alphabetical designation for each town would simplify entries, i.e., (E) Edgartown, (O) Oak Bluffs, (WT) West Tisbury, etc.
  - Victim, if any.
  - Officer reporting.
  - Related reports under this Incident Number.
- e Incident Numbers should be preceded by the last two digits of the current year: 76-1376. All incidents should be assigned a number from a common, single series of numbers.
  - Traffic Accident Report Numbers may be preceded by the letter "T" if desired: T-76-1370.

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### 2. Radio Call Card

- This form is a 3- by 5- inch prenumbered eard used by the Communications Records Center 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 field units.
  - Serves as a record of the location of a unit while the unit is out of service.
  - Serves as a daily audit device to ensure 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 expediates filling in the Card.
- 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 and retrieving.

### 3. Daily Report

- The Daily Report should be maintained at the Communications Records Center as a running log of field activities. Its primary intent is to inform the chiefs of police and other personnel in each department of matters of interest. A copy should be transmitted to each chief of police and the criminal investigators not later than 8:00 a.m. each workday.
- The report should cover a 24-hour period -- 7:00 a.m. to 7:00 a.m.



- The master copy should be filed by date at Communications Records Center.
- Copies should be filed by date in respective departments so that they are accessible to personnel.
- The Daily Report should contain all incidents of police interest that occurr during the designated 24-hour period.
  - Routine radio transmissions and very minor matters should not be included; automatic taping machines provide this complete record.
  - The primary source of Daily Report information is selected Radio Call Cards. Incidents that should be included in the Daily Report that do not routinely come to the attention of the dispatcher who maintains the Daily Report must be reported for inclusion by the officer handling the incident (for example) investigator arrest or completion of an Offense Report not resulting from a radio transmission).
- Entries on the Daily Report should include the time of occurrence; location of occurrence, including town; officer or unit assigned; and a brief disposition.
- All incidents of police interes, wherein an Incident Number and/or Arrest Number is used in reporting the occurrence, should be identified in the Daily Report by inclusion of the Number in the "Disposition" column.
- Pertinent information should be made available in each department.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.
- The Incident Ledger and the Daily Report may be combined. However, if they are combined, care must be taken to ensure that Incident Numbers are assigned to only those entries that require reporting on one of the listed reports. It would also be necessary to use a loose-leaf form so that copies could be made for distribution.

### 4. Offense Report

The Offence Report should be completed for <u>all</u> criminal offenses that come to the attention of the police (except

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those traffic violations disposed of by means of a traffic citation or minor offenses such as drunkenness) regardless of the value of property taken, the extent of injury, or likelihood of a successful prosecution.

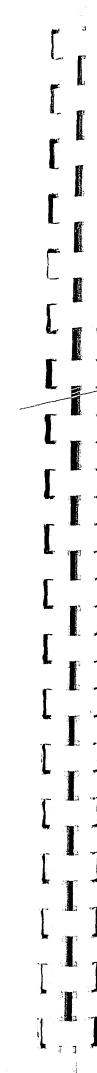
- An Incident Number should be assigned as described in Section 1.
- The original should be filed by Incident Number in the Primary File at the Communications Record Center.
- The number of copies and distribution should be as follows:
  - Chief of police of each department.
  - Criminal investigators.
  - Arrest package of arrestee (attached to copy of related arrest report).
- Related reports should be cross-referenced in body of the report.

### • Index Files

- Master Name File (victim) -- Filed alphabetically.
- Location File -- Filed by street address or other identifying factors, by date.
- Type of Property Stolen File -- Filed by type of property, by date.
- Type of Incident File (Optional) -- Filed by type of incident, by date.
- All reports should be completed by the assigned officer before he completes his tour of duty.
- e Report copies kept by the criminal investigators and each chief of police should be filed by the victim's name; the above cross-reference maintained at the Communications Records Center should suffice for locating reports by other sources.

# 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 a department wherein no actual criminal yiolation 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 at the Communications Records Center.
- The number of copies and distribution should be as indicated in Section 4.
- Related reports should be cross-referenced in body of the report.

### • Index Files

- Master Name File -- Filed by victim and/or person involved, alphabetically.
- Location File -- Filed by street address or other identifying factors, by date.
- Type of Incident File (Optional) -- Filed by type of incident, by date.
- Report copies kept by the criminal investigators and each chief of police should be filed by the victim's name; the above cross-reference files maintained at the Communications Records Center should suffice for locating reports by other means.

# 6. Supplemental Report

- The Supplemental Report should be used:
  - As a continuation for any other report.

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- To add additional information to a previously reported incident.
- To record progress of a continuing investigation, or to "clear" or "close" a case.
- The report should bear the same Incident Number as the original report.
- The report should have the same distribution as the original report and should be attached thereto in the files.
- Changes to Index Cards previously prepared in the Communications Records Center may result from the Supplemental Reports.

### 7. Traffic Accident Report

- This report should be completed for all traffic accidents occurring on the highway (except those involving only minor damage) and all private property accidents involving death, injury or a violation of law.
- Incident Number should be assigned as in Section 1.
- The original should be filed by Incident Number in the Primary File at the Communications. Records Center.
- If separate filing of traffic accidents is mandatory, a separate block of numbers from the Incident Ledger should be used to preserve the integrity of the numbering system.
- The number of copies and distribution should be the same as in Section 4, except copies need not be sent to the criminal investigators (unless a criminal offense is involved).

### • Index Files

- Master Name File -- Should include parties to the accident and persons killed or injured; filed alphabetically.
- Location File -- Filed by street address or other identifying factors, by date.
- Report copies kept by the criminal investigators and each chief of police should be filed by the victim's name; the above cross-reference files maintained at the Communications Records Center should suffice for locating reports by other means.

### 8. Property Ledger

- This ledger should be maintained by the criminal investigators to provide control of property; to allow for swift, accurate inventory; and to serve as a chronological cross-reference to property in custody.
- e 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 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 at the Communications Records Center.
- The number of copies and distribution should be as follows:
  - One copy should accompany the property.
  - Criminal investigators.
  - Arrest package of arrestee, if related to an arrest.
- 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.
- Copies of the Property Report normally need not be transmitted to each chief of police.

### 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. This report serves as permanent record of the officers' actions, arrestees' statements and actions, and other arrest details.
- All arrests should be entered in an Arrest Ledger by 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 all photographs, fingerprints, and other arrest-related documents.
  - Any Offense Report should be attached.
  - Arrest Packages should be kept in the Communications Records Center, filed alphabetically.
- The number of copies and distribution should be as follows:
  - Chief of police of each department.
  - Criminal investigators.

### • Index Files

- Master Name File -- Filed alphabetically.
- Location File (Optional) -- Filed by street address or other identifying factors, by date.
- As with other reports, copies kept by individual departments should be filed by arrestee's name in the same file. Adoption of this system would negate the present need to transmit and copy the jailer's Booking Card in each instance; a single index card is merely updated for each new arrest at the Communications Records Center.

### 11. Arrest Ledger ("Blotter")

- The Arrest Ledger should serve as the primary chronological record of all arrests. With slight modification, the existing Daily Record is suitable for this purpose.
  - Information recorded should include the number, date, time, charge, name, location of arrest, arresting officer, and disposition (date discharged, number of days served, and costs).
  - 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 regarding the number of persons booked during the current year.
  - This number should be cross-referenced in the files to a permanent Arrest Number assigned at the time of the first arrest.
  - The Arrest Ledger should be kept in the Jail Office.

### 12. Uniform Traffic Citation

- This form should be used for traffic offenses other than those involving physical arrest.
- The distribution should be as follows:
  - Court.
  - Violator.
  - Officer's copy, filed alphabetically by officer's name in the concerned department files until trial is completed.
  - Communications Records Center Citation File, filed alphabetically for 3 years, then destroyed.
  - State.
- 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 <u>not</u> 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 <u>sacisfactory</u> solution than the creation of a separate file.

### 13. Field Interview Report

- The Field Interview Report is a 3- 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 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. However, the file should be maintained in the Communications Records Center.

### 14. Vehicle Report

- This should be 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 by Incident Number in the Primary File at the Communications Records Center as follows:
  - Recovered Vehicles -- If stolen on Martha's Vineyard, 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 copies and distribution should be as follows:
  - Chief of police of each department.
  - Criminal investigators.
  - Impound garage.
- Related reports should be cross-referenced in the body of the report.

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### • Index Files

- Master Name File -- Filed alphabetically by owner's name and should include license number.
- Location File -- Filed by street address or other identifying factors, by date.
- Stolen File -- Filed by license number.
- Impounded Vehicles -- Filed by license number.
- Where volume is very low, the Offense Report may be substituted for the Vehicle Report, and the Stolen and Impounded Vehicles Index Files may be unnecessary. Nevertheless, all departments should use the same form. Report copies kept by the Criminal investigators and each chief of police should be filed by the victim's name; the above cross-reference files maintained at the Communications-Records Center should suffice for locating reports by other means.

### 15. Officer's Daily Report

- The Officer's Daily Report is vital to effective operations, therefore, it should be completed by the field officers for each tour of duty. 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, budget requests, response to public inquiries, and the like.
  - Provides a safeguard for field personnel against unjust accusations.
- After review by the concerned chief of police, the report should be forwarded to the Communications Records Center for tabulation of data, then returned to the concerned chief of police for filing by officer's name, by date.

• For the towns of Chilmark, Gay Head, and West Tisbury, this form should be modified to provide for the entry of activities that span at least 1 week on a single form.

# 16. Supervisor's Daily Report (Optional)

- If selected, 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, in the files of the concerned department.

### 17. Records Check Out

- Original records removed from the 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.
  - Releasing person's initials.

# 18. Fingerprint Cards and Arrestee Photographs

- Fingerprint Cards and Arrestee Photographs should be filed at the Communications Records Center in the Arrestees Arrest Packages.
- All arrestees (misdemeanor and felony) should be fingerprinted and photographed, except those specifically prohibited by law.

# 19. Periodic Statistical Report

The Periodic Statistical Report should be compiled daily by Communications Records Center personnel. A separate compilation should be made for each department as reports are received and/or from the Incident Ledger.

A separate report should be published monthly for each department.

# 20. Bicycle Registration

- A bicycle registration form (similar to that used by Edgartown) should be used to register all bicycles of Island residents.
- Completed forms should be forwarded to the Communications Records Center for filing by the manufacturer's serial number.
  - If a particular bicycle does not have a serial number, a number should be assigned from a log manitained by the Communications Records Center. The assigned number should be stamped into the bicycle frame on the underside of the sprocket shaft with steel dies.

# APPENDIX B

Exemplar Report Forms

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# HISCELLAMEOUS INCIDENT REPORT

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POLICE DEPARTMENT ARREST LEDGER, PAGE

DISPOSITION ARRESTING OFFICER(S) LOCATION OF ARREST NAME CHARGE DATE AND TIME ARRESTED иомвея

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		READ CAREFULLY  If you wish to plead quilty to the offense indicated without going, to Court, you may inquire as to the proper procedure of the Sherith
		other 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  If the undersigned, do hereby enter my appearance on the com- plaint 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
Ţ		of guilty will have the same force and stinct as a judgment of court, and that this resord will be sent to the Licersing Authority of this State for all 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 heating by court or jury. It is understood that a bail
		deposit will be fortested in line of fine of court and in full settlement of cord violation and further agree to pay the penalty prescribed for my offense.  AMOUNT S
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	Signature of person giving bell
	Signature of person taking bail
	Fine in the amount of \$received as required by court schedule.
	Signature of Clark
	Continuence to Reason
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	Warrant issued
	Warrant served
	Trial by Court (jury) Plea  Delendant 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 Delendant Notified of His Rights Driver's { Suspended for days License { Recommended for Suspension days
	As provided by Law, I hereby certify that the information on this taket in a true abstract of the record of this court or bureau in this case.  Signature of Judge or Clark
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	Warrant served
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# FIELD INTERVIEW REPORT

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						DATED MONTHLY RE		19				
	OFFENSES REPORTED					OFFENSES CLEARED						
This Month	Last Month	This yr to date	Last yr to date	% + or - same prd last vr		CLASSIFICATION OF OFFENSES	This Month	Last Month	This yr to date	Last yr to date	i + or - same pro last yr	
					2. 3. 4. 5. 6.	Part 1  1. Hurder  2. Neg. Homicide  3. Forcible Rape  4. Robbery  5. Agg. assault  6. Burglary  7. Theft Over  6. Theft Under  9. Auto Theft  TOTAL Part 1  Part 2  13. Other assaults  14. Forgery & Pass.  15. Emberz. 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.L.SUSP.  26. Disorderly Conduct  27. Cambling  28. All other Off.  29. Susp. Persons  TOTAL 1 & 2						
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All Other	ez ez		i i		B7. Inadequate S. Improper 1:	Made Improper turn Inadequate brakes Improper lights						
Pa Daath		AFFIC AS	CIDENTS			All parking Traffic Signal		ì——	<del> </del>	<del> </del>	<del> </del>	
Injury					51.	Stop Signs						
Propert TOTAL	• }					All Others TOTAL TRAFFIC				ļ	<u> </u>	

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