If you have issues viewing or accessing this file contact us at NCJRS.gov.

NCJRS

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U.S. Department of Justice.

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

1/13/77

filme

Date



R-76-164

Berwick, Maine; Management and Organizational Berwick, Maine, VPolice Department 3,300 3 Total: 41 square miles

NCJRS

SEP 1 4 1976

ACQUISITIONS

×

		Page
Fore	eword	iii
1.	Introduction	1-1
2.	Understanding of the Problem	2-1
3.	Analysis and Discussion of the Problem 3.1 Personnel 3.2 Salaries 3.3 Training 3.4 Records	3-1 3-1 3-2
4.	Recommendations	4-1

3-1 General Offense Report
3-2 Miscellaneous Incident Report
3-3 Officer's Daily Report
3-4 Field Interview Report

3

1. de 1 in the

TABLE OF CONTENTS

LIST OF ILLUSTRATIONS

	•			•			•		•		•								•			•	•						2	3-4
	•		•	÷	•			•		•	•		•	•			•	•		•	•			•					3	3-5
•	•	•	•	•		•	•	•		•	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	3	3-7
	•		•	•	•				•	•	•	•	•	•	÷	•	•	•	•	•	•	•	•	•	•	•	•	•		3-9

This request for Technical Assistance was made by the Berwick, Maine, Police Department. The requested assistance was concerned with reviewing Department operations and procedures and providing necessary recommendations for improvement.

Requesting Agency: Berwick, Maine, Police Department, Chief of Police John Curran. Maine Criminal Justice Planning and Assist-State Planning Agency: ance Agency, Mr. Gregory Hanscom, Police Planner.

Approving Agency:

1

ĪĪ

[]

FOREWORD

LEAA Region I (Boston), Mr. John Keeley, Police Specialist.

1. INTRODUCTION

[]

Berwick, Maine, is located along the Maine/New Hampshire border, approximately 20 miles north of Portsmouth, New Hampshire. Berwick covers approximately 41 square miles and contains a population of 3,300. Town administration is accomplished through a Town Manager and a fiveman Board of Selectmen. The Police Department is staffed by the Chief of Police, two patrolmen, and one civilian dispatcher-secretary. The 1974 FBI Uniform Crime Report (latest available UCR) indicates that the National average of police personnel per 1,000 population is 2.5. In the New England area, the overall ratio of police personnel per 1,000 population is 2.3; for towns with a population of less than 10,000 the ratio is 1.8; and the present ratio in Berwick is 1.2.

Until the present Chief of Police took office, no records of workload or crime statistics were maintained. On the basis of projecting the statistics for the first 6 months of 1976, workload and crime figures for all of 1976 will be approximately 160 Index Crimes, 1,000 calls for service, 40 arrests, and 135 traffic accidents.

In 1974, the National Crime Index per 100,000 persons was 4,821. By comparison, the Berwick Crime Index for 1976 will be approximately 4,842. No information is available regarding clearance rates.

The Chief of Police earns \$917 per month; patrolmen earn \$607 per month; and the dispatcher earns \$2.30 per hour. No provision is made for overtime pay. Fringe benefits, which are approximately standard, include such items as paid vacation, sick leave, paid holidays, and provision of uniforms and equipment. The Chief of Police has been in office 7 months. One patrolman has been employed for 3 months, the other was just hired at the time of this study. The dispatcher has been with the Department approximately 10 years.

The Chief of Police has considerable prior police experience, and the two officers each have had approximately 1 1/2 years of police experience. All officers in the State of Maine are required to attend the Maine Criminal Justice Academy at Waterville for 12 weeks prior to completing their first year of service. As yet, neither officer has received any formal training.

The Department, which has adopted the policy of fully reporting all crimes in accordance with FBI standards, provides monthly tabulations of crimes and arrests to the State of Maine for transmittal to the FBI. In addition, the Chief of Police prepares a Monthly Report of activities for the Town Manager. The Department does not have a procedural manual, and limited manpower makes any form of roll-call training impractical. The Department has no teletype; access to State computerized criminal justice files is relayed by telephone through the Town of Scarborough. The Dispatcher works 6 hours a day, Monday through Friday. At other times, dis-

> R-76-164 1-1

patching services are provided by the Town of Sumersworth, New Hampshire, which is immediately adjacent to Berwick. Berwick pays \$3,500 a year for this service.

The Department does not operate a jail; all prisoners are booked into the York County Jail and then transferred to the Cumberland County Jail (due to recent operational difficulties in the York County Jail). All arrestees are fingerprinted and photographed before transfer to the County Jail.

Analyses conducted during this study, together with resultant conclusions and recommendations, were based on observation of operating procedures, a review of work documents and report forms, examination of statistical data and reports, and interviews with Department personnel.

Persons interviewed included the following:

. . .

- Chief of Police John Curran.
- Ms. Jean Butler, Dispatcher.

Data collected and reviewed by the Consultant included the following:

- Salary schedule.
- Index Crimes (first 6 months of 1976).
- Workload factors (first 6 months of 1976).
- Department forms and reports.

R-76-164 1-2

2. UNDERSTANDING OF THE PROBLEM

Ĩ

Chief of Police John Curran, who took office only 7 months ago, is deeply involved in establishing an effective police agency. Because of limited and inexperienced manpower, he requested assistance in determining the needs and reviewing the operations of his Department.

Factual determinations were restricted due to a lack of available indepth data. In almost all instances, the only information subject to review covers the first half of 1976. As a consequence, crime rates, workload, and so on could only be estimated.

3. ANALYSIS AND DISCUSSION OF THE PROBLEM

3.1 Personnel

ĨĨ

[]

No.

The Berwick Police Department's most serious problem is its limited manpower available to provide even a minimum level of service. Reference was made in Section 1 to the fact that towns in the New England area with a population below 10,000 have a ratio of 1.8 police personnel to 1,000 population. Of course, this is only an average, which can be very misleading. However, the fact is the town of Berwick has a crime rate slightly above the national average. For a town the size of Berwick in a semi-rural area, this should be considered an alarming crime rate. Three police officers simply cannot do an effective job in a town of 41 square miles, particularly when it is adjacent to a larger town (Sumersworth). An increase in manpower merely to the average level for the area should be regarded as an absolute necessity. This would require four additional personnel. One of the new personnel should be a sergeant, who could provide a measure of supervision in the Chief's absence.

It is the Consultant's opinion that the workload requires a dispatcher-receptionist at least 8 hours a day. While the use of parttime help may have been appropriate in the past, present day circumstances dictate a need for improvement. Police activities have increased to the point where any other course would be a disservice to the community.

3.2 Salaries

The Town of Berwick cannot compete in terms of salaries with major cities in the New England area. The slower pace, the opportunity to know your neighbors, and the general life-style of a smaller New England town are clearly advantages to be weighed against higher salaries available elsewhere. However, the fact remains that salaries must be fair and equitable (an alleged lower cost of living in small towns is more often than not a myth); thus, a salary level adequate to attract, as well as retain, suitable candidates is of first priority. In this respect, it would appear that salaries of the Berwick Police Department are at least \$150 below an appropriate level for patrolmen and \$100 below an appropriate level for the Chief of Police. In addition, the dispatcher should be placed on a regular salary basis at a level approximating that of a patrolman. In fact, in many departments, patrolmen are used as dispatchers. Failure to recognize the importance of the dispatching function, particularly when coupled with the records and reception tasks, is a serious mistake.

3.3 Training.

ĨĨ

ĪĪ

II

Limited manpower obviously make it extremely difficult to provide for training; however, such training is essential. Personnel who have completed the State-required schooling have only been exposed to a bare minimum of suitable training. Training should be a continuous process. The Training Keys and Sight/Sound Training Program of the International Association of Chiefs of Police (IACP) are particularly appropriate for small departments. The Training Keys consist of a semi-monthly publication, devoted primarily to material suitable for study and review by a single officer. The Sight/Sound program was designed as a supplement to the Training Keys and consists of five volumes (12 programs per volume) that are coordinated with 35mm color slides or filmstrips and sound effects. Together, these training aids make an extremely effective and practical training program.

The increase in personnel recommended previously would also allow officers to periodically attend seminars and training services.

3.4 Records

The Berwick Police Department records system is basically sound. However, the following modifications would tend to further improve the system.

- Accident Tally Sheet -- This form is used as number in the same file as other reports.
- Investigation Report -- This form is used to

a complaint book for recording traffic accidents and assigning an identification number. It is possible for an assigned number to duplicate one assigned to another type of report in the Complaint Book. Efficiency would be improved if the Complaint Book was used for recording all. field incidents, including traffic accidents, using a single series of numbers. If desired, traffic accidents could be distinguished by placing a "T" after the assigned number. Traffic Accident Reports should be filed by that

report crimes. Four copies are made: The original is placed in an envelope on which the victim's name, date of occurrence, Complaint Number, and UCR (crime code) Number is typed; one copy is given to the reporting officer; one copy is filed serially separate from the original: and one copy is filed in a "UCR file" by one of 42 different classifications. No crossreferences are maintained other than the Complaint Book. This form does not provide for

adequate entry of all pertinent information. A more suitable form is shown as Figure 3-1. Report copies should not be given to the officers; instead, a copy should be posted on a clipboard in the Police Station. The other two copies are not necessary as presently used: One copy is filed in such a way that it duplicates the original; the other copy, filed in one of 42 different classifications, serves no purpose except to possibly simplify monthly totals tabulation. Tabulation could be more simply accomplished by maintaining a daily tally of incidents as they are formally reported. A copy should be filed with each related arrest report. The placement of each report in an envelope and typing identifying information thereon is an unnecessary expenditure of both time and materials. Reports should be filed numerically without the use of envelopes. A Master Name File should be established. A 3- by 5-inch index card should be prepared for each victim of a crime, person most directly involved in a formally reported noncriminal incident, traffic accident driver or injured party, and arrestee or person receiving a summons or citation. These cards should be filed alphabetically in the Master Name File. If a card is already on file for a particular person, entry regarding the new incident (i.e., date, type of incident, report number) should be made thereon instead of preparing a new card. This would provide an alphabetical cross-reference to all Department reports, which would be filed by number in a single file. It would also provide for determining a person's total chronological involvement with the Department by reviewing a single index card.

Figure 3-2.

(Referred

• Report of Person -- This form, which is used to report missing, dead, suspicious, and wanted persons, is generally satisfactory. However, it does not provide for the reporting of many miscellaneous incidents. Miscellaneous incidents are reported on a 4- by 6-inch, buffcolored card. Because of the card's odd dimension and limited reporting space, it should be eliminated. The Report of Person form should be modified to provide for broader usage. A form suitable for this purpose is shown in

3-3

2. VICTIN'S NAME (FINIT NAME IF BUSINESS) 3. RESIDENCE ADDRESS 6. OFFENSE KUPATED 7. CLASSIFICATION 8. LACATION: SLADER 7. CLASSIFICATION 8. LACATION: SLADER 7. CLASSIFICATION 11. PERSON REPORTING CRIME TO POLICE 12. RESIDENCE ADDRE 13. PERSON WHO DISCOVELED CRIME 16. RESIDENCE ADDRE 14. VICTEN'S CACUPATION CRIME TO POLICE 12. RESIDENCE ADDRE 15. PERSON WHO DISCOVELED CRIME 16. RESIDENCE ADDRE 19. UITNESSES: XAME SEX (A) SEX 23. VICTIN'S CACUPATION SEX 24. TYPE OF PRENIE 25. TODE, WEAPONETY 30. TRADE MARK ON UNSULL EVENT	· · · · · · · · · · · · · · · · · · ·		••••				-
6. OFFENSE NERVITED 7. CLASSIFICATION 8. LAUATION: SLEAR STREET AFT. 9. DATE & TIRE DOLOGY 11. PERSON NERONTING CALLED CALME 16. RESIDENCE ADDRE 13. PERSON WHO DISCOVALED CALME 16. RESIDENCE ADDRE 14. DITARUSSES: XACC SEX RACE AGE 24. TIPE OF FRENCE ADDRE 15. PERSON WHO DISCOVALED CALME 16. RESIDENCE ADDRE 16. RESIDENCE ADDRE 13. VIETIN'S CACUPATION SEX RACE AGE 24. TIPE OF FRENCE ADDRE 26. TOOL, WEAPON GA NEANS USED 27. METHOD USED TO 29. VALUE OF FRENCE ADDRE 27. METHOD USED TO 29. VALUE OF FRENCE THET COCURRED YEAR ROOY STILE COLOR 31. VERIFIE USED WINDERS YEAR ROOY STILE COLOR 33. VERIFIE USED WINDERSE ON NEED 16. VALUE 37. MACE IN C.T. 33. SUBO OF PROFERTY RECOVERED 16. VALUE 37. MACE IN C.T. 34. EENCLY WINDERSE TO DESCRICES SAY 33. VERIFIES (INCLUESE EVIDENCE ONTINNED AND DETAILED DESCRICES ADDRESCRIPTION OF PROFERTY TAKEN, AND DETAILED DESCRICES ADDRESCRIPTION OF PROFERTY FACON DETAILED DESCRIPTION OF PROFERTY FACON DETAILED DESCRIPTION O			•				C21.2R
8. LAUATION: SLEAR STREET AFT. 9. EATE & TIME DOLD 11. FERSION REPORTING CALLED CREME 12. RESIDENCE ADDRE 13. FERSION WHO DISCOVELED CREME 16. RESIDENCE ADDRE 14. LITLESSES: SAME SEX RACE ACE ACE ADDRE 13. VICTION'S COCUPATION SEX RACE ACE ACE TYPE OF FROMEWARD OF THE COLOR 23. VICTION'S COCUPATION SEX RACE ACE ACE TYPE OF FROMEWARD OF THE COLOR 25. VILLE OF FROMEWARD OF NEWSONG ON MEANS USED 27. MEANS ON ENDERNY 30. TRADE MARK ON ENSURED TO THE COLOR 34. EXACTLY MEANS ONE DESCRIPTION OF FROMEWARD YEAR BODY STYLE COLOR 35. ELNO OF PROFERENT RECOVERED JS. VALUE J7. NAUE IN C.T. 36. EXACTLY MEAN RECOVERED JS. VALUE J7. NAUE IN C.T. 37. BARANTYZE: (INCLERE RECOVERED JS. VALUE J7. NAUE IN C.T. 37. BARANTYZE: (INCLERE RECOVERED JS. VALUE J7. NAUE IN C.T. 38. EXACTLY MEAN ONE DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY	2. VICTOR'S NAME (FIND AND	IF AUS	(NESS)	3.	RESIDE	CE ADO	XESS
11. FERSON REPORTING CALLED CALME 12. RESIDENCE ADDRE 15. FERSON WHO DISCOVELED CALME 16. RESIDENCE ADDRE 19. UITNENSER: ANG SEX (3) SEX (3) SEX (3). VICTIN'S OCCUPATION SEX FACE ACE 26. TOOL, WEAPON GO NEANS OSED 27. METHOD USED TO 27. VALUE OF PROPERTY 10. TRADE MARK OF UNCLUE COLOR 28. UNIT CLE FROM UTICLI THET COCURATED YEAR 29. VALUE OF PROPERTY 10. TRADE MARK OF UNCLUE COLOR 31. VERIFIE USED OF SUSPECTS YEAR 32. VERIFICE FROM UTICLI THET COCUPATED YEAR 33. VERIFIE USED OF SUSPECTS YEAR 34. EXACTLY METOR VEROUNCE 13. NAME 35. ELNO OF PROPERTY RECOVERED 16. VALUE 36. EXACTLY METORY RECOVERED 16. VALUE 37. AMEDIA TORY RECOVERED 16. VALUE 38. EXACTLY SET OF PROPERTY RECOVERED 16. VALUE 39. EARCHTYZET (INCLUESE EVIDENCE OSTINES AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN AND DETAILED DESCRIPTION OF PROPERTY TAKEN AND DETAILED DESCRIPTION OF PROPERTY TAKEN AND DETAILED DESCRIPTION OF PROPERTY TAK	6. OFFENSE KEPUNTED				1. 6125	SIFIC	A COLT
15. PERSON WHO DISCOVELED CRIME 16. RESIDENCE ADDRE 19. UITNESSES: XAVE SEX RAEE AGE 20. RESIDENCE ADDRE (3) (3) SEX RAEE AGE 20. RESIDENCE ADDRE (3) (3) SEX RAEE AGE 20. RESIDENCE ADDRE (3) (3) WITNESSES: XAVE SEX RAEE AGE 20. RESIDENCE ADDRE 26. DODE, WEAPON GA NEANS GNED 10. TRADE MARK ON ENSURING OF FROMENTY 30. TRADE MARK ON ENSURING COLOR 27. RETHED USED TO 29. VALUE OF MOPENTY 30. TRADE MARK ON ENSURING COLOR YEAR BODY STYLE COLOR 31. VERIFIELE USED IT SUSPECTS YEAR BODY STYLE COLOR 34. EXACTLY MEAN DIS SUSPECTS YEAR BODY STYLE COLOR 35. KIND OF PROPERTY REGARENED 16. VALUE 37. NAVE IN C.T. 39. SARATIVE: (INCLUES EVIDENCE OSTAINED AND DISPOSITION, MAY AT DESCRIPTION OF PROPERTY FARENCE, AND DETAILED DESCRIPTION OF PROPERTY FARENCE, AN	8. LAUNTION: SUMER ST	TREET		APT.	9. 6.17	LATIN	<u>લ ೧:୯୯</u>
13. UITAESSES: XAVE SEX NACE AGE 20. RESIDENCE ADDRESSES (3) 13. VICTIN'S OCCUPATION SEX PACE AGE 20. TYPE OF PRENISE 26. TOOL, WEAPON GA NEANS USED 27. METHOD USED TO 29. VALUE OF MADRESSEY 30. TRADE MARK OF UNSUAL EVENT 27. VEHICLE FROM UTICLI TUENT OCCUPATED YEAR BOOY STYLE COLOR 23. VEHICLE FROM UTICLI TUENT OCCUPATED YEAR BOOY STYLE COLOR 33. VEHICLE USED BY SUSPECTS YEAR BODY STYLE COLOR 34. EXACTLY MEAN ON SUSPECTS YEAR BODY STYLE COLOR 35. KIND OF PROFERTY RECOVERED 16. VALUE 37. NAVE IN C.I. 36. EXALTIVE: (TUELDSE EVIDENCE OBTINED AND DISPOSITION, NOW AND DESCRIPTION OF PROFERTY RECOVERED 16. VALUE 37. NAVE IN C.I. 37. BARATIVE: (TUELDSE EVIDENCE OBTINED AND DISPOSITION, NOW AND DESCRIPTION OF PROFERTY RECOVERED 16. VALUE 37. NAVE IN C.I. 39. BARATIVE: (TUELDSE EVIDENCE OBTINESD AND DETAILED DESCRIPTION OF PROFERTY TAXEN, AND DETAILED DESCRIPTION OF PROFERTY TAXEN, AND DETAILED DESCRIPTION OF PROFERTY FOR OCCUPATION OF PROFERTY F	11. PERSON REPORTING CRIME T	TO PULL	CS		12. RES	LOENCE	ADDAE
(3) (3) (3) 23. VICTIN'S OCCUPATION SEX PACS AGZ 24. TYPE OF PREMISE 26. DOC, MEAPON GA MEANS USED 27. KETHED USED TO 29. VALUE OF PROPERTY 30. TRUE PARK ON UNSUL EVENT 31. VEHICLE FROM UNICLI THEIT OCCUPATED YEAR BODY STYLE COLOR 31. VEHICLE USED BY SUSPECTS YEAR BODY STYLE COLOR 33. VEHICLE USED BY SUSPECTS YEAR BODY STYLE COLOR 34. EXACTLY HEAR DID SUSPECTS YEAR BODY STYLE COLOR 34. EXACTLY HEAR DID SUSPECTS SAY 35. ELND OF PROPERTY RECOVERED 16. VALUE 37. NAVE IN C.T. 39. MARANTIVE: (INCLUESE EVIDENCE OSTALINED AND DEFOSITION, KAP AT DESCRIPTION OF PROPERTY FAXEM, AND DETAILED DESCRIPTION OF PROPERTY FAXEMAN OF PROPERTY FAXEM	15. PERSON WHO DISCOVELED C	AINE			16. RES	LDENCE	ADDRE
23. VICTIN'S GCUPATION JEX PACE AG2 24. T(P2 OF PREMISE 26. TOOL, WEAPON GA NEARS USED 27. KETHED USED TO 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 20. TYPE OBJECT 21. VEHICLE USED BY SUSPECTS YEAR BODY STYLE COLOR 30. EXAMPLE OF PROPERTY RECOVERED JA. VALUE 31. VEHICLE USED BY SUSPECTS SAY 25. ELIND OF PROPERTY RECOVERED JA. VALUE 39. BARATIVE? (INCLESE EVIDENCE OSTALIED AND DEFOSITION, REPART 39. BARATIVE? (INCLESE EVIDENCE OSTALIED AND DEFOSITION, REPART 39. BARATIVE? (INCLESE EVIDENCE OSTALIED AND DEFAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION 20. BARATIVE? Exp. No. Approvad by. Exp. No. Areast Unternoded Structure		SEX	RACE	AGZ	20. RES	LD2:CI	: 42012
23. VICTIN'S GCUPATION JEX PACE AG2 24. T(P2 OF PREMISE 26. TOOL, WEAPON GA NEARS USED 27. KETHED USED TO 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 29. VALUE OF PROPERTY JO. TRADE MARK ON UNUSUAL EVENT 20. TYPE OBJECT 21. VEHICLE USED BY SUSPECTS YEAR BODY STYLE COLOR 30. EXAMPLE OF PROPERTY RECOVERED JA. VALUE 31. VEHICLE USED BY SUSPECTS SAY 25. ELIND OF PROPERTY RECOVERED JA. VALUE 39. BARATIVE? (INCLESE EVIDENCE OSTALIED AND DEFOSITION, REPART 39. BARATIVE? (INCLESE EVIDENCE OSTALIED AND DEFOSITION, REPART 39. BARATIVE? (INCLESE EVIDENCE OSTALIED AND DEFAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION 20. BARATIVE? Exp. No. Approvad by. Exp. No. Areast Unternoded Structure	(3)	1					
29. VALUE OF FADMENTY 30. TAKEZ MARK ON UNUSUAL EVENT 31. VENICLE FADM FILC: T.EFT OCCURRED YEAR BODY STYLE COLOR MAR MODEL 33. VENICLE USED BY SUSPECTS YEAR BODY STYLE COLOR MAR MARK 34. EXACTLY FEAT DID SUSPECTS YEAR BODY STYLE COLOR 35. EIND OF PROFERTY RECOVERED 16. VALUE 39. RARATIVE: (INCLUSE EVIDENCE OSTALINED AND DISPOSITION, HEAR AT DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY DATENTY OF PROPERTY DATENTY OF PROPERTY OF PROPERTY OF PROPERTY OF PROPERTY OF PROPERTY OF PROPERTY O	23. VICTIN'S OCCUPATION	SEX	PACE	ACZ	24. Tri	2 07 7	REALSE
32. VEHICLE FROM UTICLI T.EFT OCCURRED YEAR BODY STYLE COLOR 33. VEHICLE USED BY SUSTRINS YEAR BODY STYLE COLOR 34. EXUCTLY MEAT DID SUSTRINS ANY 35. KIND OF PROPERTY RECOVERED 16. VALUE 37. NAVE IN C.I. 35. KIND OF PROPERTY RECOVERED 16. VALUE 37. NAVE IN C.I. 17. NAVE IN C.I. 35. KIND OF PROPERTY RECOVERED 16. VALUE 37. NAVE IN C.I. 17. NAVE IN C.I. 36. KARATIVE: (INCLUSE FYLENCE OSTRING AND DEFAILED DESCRI DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN,	26. TOOL, WEAPON OR MEANS UN	520			27. 121	1120 15	ED TO
32. VEHICLE FRAM UPHIC: T.EFT OCCURRED YEAR BODY STYLE COLOR MUS MOREL MOREL YEAR BODY STYLE COLOR MARE MOREL JA. ERACTLY MIRT OLD SUSPECTS SAY JA. EACH JA. EACH JS. ELND OF PROFERTY RECOVERED JA. VALUE JJ. NAVE LY C.I. JA. EACH JS. ELND OF PROFERTY RECOVERED JA. EACH JA. MARE JA. MARE JS. ELND OF PROFERTY RECOVERED JA. EACH JA. MARE JA. MARE JS. ELND OF PROFERTY RECOVERED JA. MARE JA. MARE JA. MARE JAR START JA. EACH JA. MARE JA. MARE JA. MARE JA. MARE JA. MARE JA. MARE JA. MARE		30. TH	NDZ MA	RX OX	UNCSUA	, EVZ51	
31. VENICLE USD BY SUSTRETS YEAX BODY STYLE COLOR MARE NUMARIA 34. EXACTLY MEAT DID SESTRETS SAY 35. KIND OF PROFERTY RECOVERED 16. VALUE 39. MARATIVE: (INCLUDE FYIDENCE OSTILLED AND DISPOSITION, NOW AT DESCRIPTION OF PROPERTY TAXEN, AND DETAILED DESCRIPTION OF PROPERTY TAXEN, AND DETAILED DESCRIPTION OF PROPERTY TAXEN, AND DETAILED DESCRIPTION 20. MARATIVE: (INCLUDE FYIDENCE OSTILLED AND DISPOSITION, NOW AT DESCRIPTION OF PROPERTY TAXEN, AND DETAILED DESCRIPTION OF PROPERTY TAXEN, AND DETAILED DESCRIPTION 20. MARATIVE: (INCLUDE FYIDENCE OSTILLED AND DISPOSITION, NOW AT DESCRIPTION OF PROPERTY TAXEN, AND DETAILED DESCRIPTION 20. MARATIVE: (INCLUDE FYIDENCE OSTILLED AND DETAILED DESCRIPTION 20. MARATIVE: (INCLUDE FYIDENCE OSTILLE	32. VEHICLE FROM WITCH THEF	r occus	320	YEAR	800¥	STYLE	60103
34. EAUGTLY MEAT DID SUSPECTS SAY 35. KIND OF PROPERTY RECOVERED 16. VALUE 37. MARATIVE: (INCLUDE EVIDENCE OSTILINED AND DEFOSITION, KOP AT DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRI 38. MARATIVE: (INCLUDE EVIDENCE OSTILINED AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION 39. MARATIVE: (INCLUDE EVIDENCE OSTILINED AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION 39. MARATIVE: (INCLUDE EVIDENCE OSTILINED AND DETAILED DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION 39. MARATIVE: (INCLUDE EVIDENCE OSTILINED AND DETAILED DESCRIPTION 39. MARATIVE: (INCLUDE EVIDENCE EVIDENCE OSTILINED AND DETAILED DESCRIPTION 39. MARATIVE: (INCLUDE EVIDENCE EVID	33. VEHICLE USED BY SUSPECTS	\$		YEAX	BODY	STYLE	COLOZ
39. EARCHTVE: (INCLUSE EVIDENCE OSTALNED AND DISPOSITION, HOP AT DESCRIPTION OF PROPERTY TAKEN, AND DETAILED DESCRIPTION Report No. Approved by. Exp. No. Approved by. Exp. No. Areast Uniteworded		CS SAY					
Zaporz Xaporz Xał by	15. KIND OF PROPERTY RECOVE	KZD	36.	VALUE	137	. NVZ	LH C.I
Report Nade by Time Nade by Enp. No. Approved by Esp. No. Approved by Esp. No. Assigned to Esp. No. Clearcy by Areast Contended.							
Roporz Nade by	DESCRIPTICS	D3 P308	ENTY T	AKEN,	AND DET	ALLED	DZSCRI
Zaporz Xałe by			. 1	Ц	•		
Nade by						•	
Made by	•					-	
Made by			•				
Made by		• .			•		
Made by						•	
Made by							
Made by				•		~	
Made by				•			
Made by							
Nade by							
Nade by				•			
Nade by	· · · · · · · · · · · · · · · · · · ·				•	•	
Nade by		•					
Nade by						·	
Nade by							
Made by							
Esp. No. Assigned to Esp. No. Esp. No. Clearcy by: Areast		•••••			E		
Emp. No. Cleared by: Arrost	Approvad by	•••••			E		
Clearce by: Arrass Unrounded	Assigned to	• • • • • • •					••
	Cleared by: Arrost Em	2. No.			UNI OLIN	4ed	

1

R-76-164 3-4

SIFICATION AFTER IN	VESTICATIO	081	1	x.D.			
& TINE OCCURRED		10. DATE	& TIN	2 PULIC	E ARREVED)	
LOENCE ADDRESS		13. 223.	PHONE		14. BUS.	PHONZ	-
IDENCE ADDRESS		17. RES.	PHONE	j	19, BUS.	PHONE	-
IDENCE ADDRESS		21. RES.	PHONE	j	22. BUS,	PHONZ	-
							-
C OF PREMISES WHERE	0.023220	25. EXACT	LOCA	TLON CE	VICTIN O	R PAOPEATY	
HED USED TO COMIT	CX1:2	23. 021 20	T 07	ATTACK C	DR PROPER	TY TAKEN	-
EVENT	•	JI. NUHJZ SUSPE		5	EX PACZ	ACE	
STILE COLORS YR-	STATE-LIC	OTHER	IDENT	LEY ING 1	ARKS		-
STYLE COLORS TR-	STATE-LIC	GTHER	I DEST	IYYI:G I	PARKS	**************************************	-
· · · · · · · · · · · · · · · · · · ·							
NOT LA C.I.D. NOT		Jd. DATE					
TION, HOW ATTACKED AILED DESCRIPTICA O	240 YETIK	D USED TO	CAIN	ENTRY, I	DETAILED		
				1			
	• •					•	
-						•	
•	•		•			•	
	•					•	
~				•		•	
•		•				•	
. •							
					•		
. •						•••	
						•	
		•				· · · · · · · · · · · · · · · · · · ·	
р. Хо.		Date	•••••		.Indexed	E=p. No.	•
p. No.	•	Date	•••••	· · · · · · · · · ·	.Bulleci	 Σπρ. Νο.	•
p. No.		Date			.Recorde	Eep. No.	•
Eag. No.	INACCI	Esp. H		Excep	. Cleare	Eup. No.	

.

S. BUS. PINHE

CELERAL OFFENSE REPORT

Figure 3-1. General Offense Report

C 👘 👘 📩						
in the second second						
		• -				
		internet and a second		i na manana na mara. T	يبد من المدار	
			•			
				•		HISCELL
	•	•				
· _					•	
		Incident N	inhar	17.	pe of inc	idant
				19	he or tur	indenc
			•			
		Person Rep	ortiag		Address	
	•			-		
		harman				
			laze			
Ļ	•	INJURY	ł			
			·			l
	:	Extent of)	rojara		Cause	
5			·		ł	
				seed [
	-	MISSING PER	SON			
	. 1	Description	- Pnysi	cal		
						·
	1	Clothing So	13			
	: 1		•			14.1 A M
	1.					
	- 1	Cause of Ab	sence			0
		· · · · · ·	•			1
	- I ·	Last Seen (I oca tion	Date	nd Time	
ţ		M31 2563 (LUCIA E 100	, wate a	nu 1168)	
	1	Additional	Informat	Lon		
	i				72	•••
	j	•			1. 1 1	· ·
			••	1		
		-				
	, 1					
	-	ANIBAL	Descrip	prios of	Animal	Cuner
	- -		l			_L
	•	Disposition				
	1.	·····				
				Person(s) Involv	red (Name
	•	OTHER INCID	ENT			,
			ENT			
	•	OTHER LNCID	ENT			
	•		ENT			
			ENT			
			ENT			•
			ENT			
	an antiputer a second a		ENT			· · ·
			ENT			
			ENT L			
			ENT		•	
			ENT			
	a		ENT L		•	
	a animan anna an		ENT J	- - -		
			ENT		-	
			ENT		•	
			ENT		•	
			ENT J		•	
			ENT [•	
			ENT		•	
		Details:				
					Offi	
		Details:			Offi	cer(3) R
		Details:			- Offi	
		Details:			Offi	cer(3) R

1

11

-13

Figure 3-2. Miscellaneous Incident Report

	بهرد هماه م معار ا				
ANECUS INCI	FAT PEPOPT			*	
NEWS 19610	SENT REPORT				-
	•				
L	cation				R.D.
	5.			•	- 1 - 1
1	hone Number	Da	te and T	Ime Occ	urred
aress			Thone h		
			-		
Trar	sported To		Transpo	rted By	
Address		and a start	[Phon.	e Numbe	Ľ
<u> </u>		۰ . ۰ . ۰ . ب ر			ووي المشتوين .
•	•	•			
•. •	•				
cupation	**	Probab	le Destin	nation	
		In Com	pany Of		
	•	L			·
	• • • • 2004 • • •	•			
·····	Address			Phone :	
			•	•	
, Address,	Phone Number	:)			
					÷.
		- <u>1</u>			•. •.
	• .			•	an a
. .	• .				
				. •	5 (A) 5 (A)
			•		
				•	
				2	
	•			•	
				•	
	• ••			•	
•	•	. *	•		27.5.2
	•			· ··.	
			•	•	
800 ** [-0			naruine		· · · ·
eporting		. ગ	pervisor	vbbro	1112
					1
	1				

0 a new card.

- ter Name File.
- shown in Figure 3-3.

Traffic Accident Report -- No cross-reference index cards are prepared in connection with traffic accidents. It is recommended that index cards be prepared for all drivers and injured persons involved in traffic accidents and be filed in the Master Name File. If there is already a card on file for a particular person, an entry regarding the accident (i.e., date, location, report number) should be made thereon instead of preparing

• Arrest Report -- At present, the Arrest Report is kept in a Court Officer File pending trial of the arrestee. After trial, the report is assigned a number from the Complaint Book and processed in the same manner as Investigation Reports. It is the Consultant's opinion that the original copy of the Arrest Report should be placed immediately in an Arrest Package for the concrened individual. This Arrest Package should be filed alphabetically and should contain copies of all Arrests Reports, copies of related Offense (Complaint) Reports, photographs, fingerprintcards, and the like of that particular person. Thus, an individual's entire arrest history with the Department would be available in a single location. A copy of the Arrest Report could be used in the Court Officer File. Copies of arrest reports should not be filed in the Primary File of complaints, traffic accidents, and son on. A separate series of numbers, for arrests only, should be assigned to Arrest Reports from an Arrest Ledger (or the Court Book), not from the Complaint Book. Summonses and citations may also be entered in the Arrest Ledger or Court Book and assigned an Arrest Number. The 5- by 9-inch Court Criminal Record Check card should be abolished; instead, an index card should be filed in the Mas-

• Officers Daily Log Sheet -- It is the Consultant's opinion that this form does not adequately serve its intended purpose. A more suitable form is

• Traffic Citation -- At present, a copy of the citation is given to the officers. As with other Department reports, it is generally not considered good policy to make such reports available away from the Police Station. Instead, this copy

<u></u>					11 0		;		<u></u>	1	1	<u></u>	1		<u>г</u>	1
	×	-	1	3%1064	CHT NO		.	l								
	T WEEK	C C057		A19012A	End/or INCIDENT										ļ	-
2110		TOTAL	12	2780938 12348A	tad/or											
Ē			(אואטדו	OLLEPZE SHOLLOPILISANI	CITATION,										ļ · .	
Line .	2/10	Į .	(N	0) LEW2E 01 LEW2E 2160212 270012	CITA											
DVERTHEC	2411 8340	C03T	110%	2.174.77	ARREST,			}								
·		1	2	24017420497741 0177497 772517234 27251722741	L H										<u> </u>	ľ
IDIAL IIRS WORKED	тоты низ у.олксо	015.	1144	LICTO	-	.										
L'III	IL HR	- NO. 015.	ALC.	CITATIONS	-											DN
101	1101	ы Б	1.0	2123894A	10%							·				NUR
			Lik	272JAMA M2HTO	POSITI							ŀ			ŀ	DRIVORAAN NOZIVRZAU2
DULY	DULY	<u></u>	0.	3171497	013 P		.].	ŀ				IVIED
0 110	Crr D	C03	SPEC	57773	$\ $			ľ								13:405
F		CAL.		012ELATION	-	ļ	ļ.				ļ			ļ		
		gajoline - Ng. Gal.		217110H CVTF2.				. -				ľ		.		
TTUG NO	120	30C.IN		6121210 CYFF2	- -	ľ			ļ	. 	·				12012 4	
1ª	6	3		27137/622	ACTIVIT		· ·	·								
		STICE NICE		516043% E3410, C31376700	OF AC	· ·						ł	ľ		10 010	ĺ
5	3	AL MI		COAPTELED +5+6915 +64251 COAPTELED							·				CONTINUED	
HATCH	WATCH	TOTAL	ATION	2140434 2243410 2243410 2243410 2243414 224414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 244414 2444414 2444414 2444414 2444414 2444414 2444414 2444414414 2444	172							•				
		FINISH	PITUL	-1217 512139491 SN3-1701153451	-	1				1.	1.		•			1
INDA	ASSIGNHENT		15	2014202443121 201423239 2014251239 2014251 201224				ł						1		
A5510HHENT	SSIGN	MILEAGE	25	C13:3 C13:3 SNO1172C433141	ACTIVITY	}		ł						· ·	1.	
F		<u>i</u>		01313	N OF											
	-	STAR	ACTIVIT	CITATIONS	LOCATION				} .				•	ľ		ŀ
DA176 1:0.	CADGE NO.	HILCAGE START	¥	CITATIONS CUTATIONS	2				.		ŀ		ŀ	•	.	
Tra	CVD	RIL		SHILCH-YON	10,	1	1							1.	1	1
· ·		·		84079 540114110	SOURCE			ł		e -	ļ			 		
	·			212181A				 								Ä
۰. ۱۰				- >NDBO	TOTAL					.						SIGNATURE
Jun:	JUAN			63470 -		÷.[İ				1					
DIFICER'S ILAUE	S S	VEHICLE NO.		446212 ECCOAL - Y456212		ļ			<u> </u>	ļ		·	ļ		[OF FICERIS)
195	OFFICER	CHICL		4891515 1874745 1877475 1877475 187745 18775 1875	TIME											01 710
L	10	5		163734		<u>.</u>	1	l	l	<u> </u>		<u> </u>	1	L	<u> </u>	Ľ

1

1

R-76-164 3-7

Officer's Daily Report Figure 3-3,

should be filed by the violator's name pending trial for use by the citing officer in court. After the trial, the copy should be destroyed.

cally.

 Field Interview Report -- The Department does not presently have a satisfactory form for re-cording information about a suspicious person for whom there is no card for arrest. A form such as that shown in Figure 3-4 should be adopted. One copy should be filed alphabeti-

50	POLICE	DEPT. F	IELD	1:5	ERVIEN	2220	NT .	· •
liane (last i	irrst) aiddle		2210					RD.
Residence Ad	dress	Res	Pho	ae	ματι	= + Ti	re li	nterviewed
Drlver (X)	Pass (X)	Ped	(X)	Nie	iknaze	,		
52x	Raca	Aga	lle	ight	Weight	ilair	Eyes	Complex.
Marks of Ide	ntlfication:	Scar	s, Ti	12200	os, Etc.	•	<u></u>	· · · · · · · · · · · · · · · · · · ·
Dress	-	•		·····		•		
	······································	•						le, No.
Year &	Make of Car	Type	Lic	. 80.	•	. C	olor	·
					•			
	· .		•	٠				
•	•	•			•	-		· · · ·
		(REVERS	E)	•				•
Suspante R.	Isiness Addre:			110		<u> </u>	bool	· · · · · · · · · · · · · · · · · · ·
,		33 (IL .			, near	•		
List manes	of all person	ns with	susp	ect	at ti:	e of	inte	rrogation
•		•						
Reason for	Interrogatio	n						
•	· · · · · · · · · · · · · · · · · · ·				-			
Disposition	l	•	. <u></u> ,	•	•			· · · · · · · · · · · · · · · · · · ·
Officer(s)	Reporting (%	ame and	Bada	e No	».)	1)ivn	Detail
• •	•							

Figure 3-4. Field Interview Report

۰.

÷

R-76-164 3-9

FIELD INTERVIEW REPORT

4. RECOMMENDATIONS

L ...

. 54

- Andrews

Major problems of the Berwick Police Department have been identified and discussed in the Section 3. Recommendations pertaining to these problems are as follows:

- fulltime 8-hour shift.
- a Salaries should be increased by approximately. approximate that paid patrolmen.
- The IACP Training Keys and Sight/Sound Programs should be acquired for training purposes.
- Modifications should be made to report forms and

• Department personnel should be increased by four, making a total of the Chief of Police, one sergeant, four patrolmen, and one dispatcher-receptionist. The dispatcher should be assigned to a

\$150 per month at the patrolman level and approximately \$100 per month for the Chief of Police. The recommended sergeant should receive approximately \$825 per month. The dispatcher's salary should

records procedures as detailed in Section 3.

R-76-164 4-1



7 dies/mar