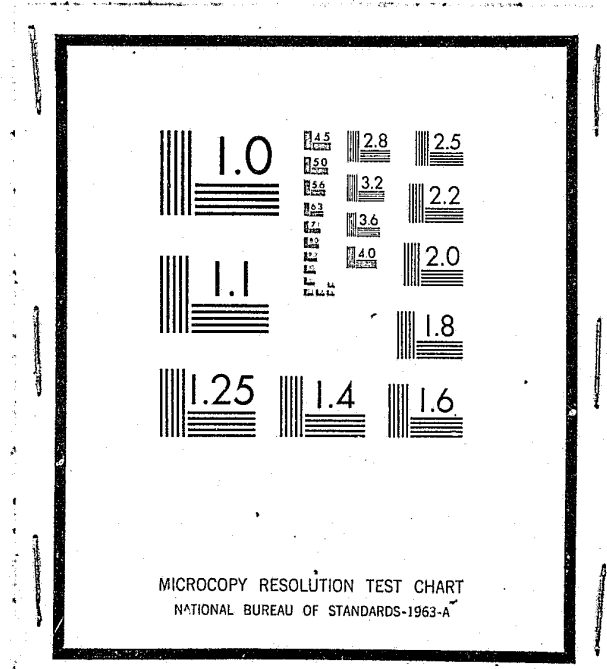


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U.S. DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE  
WASHINGTON, D.C. 20531

2/14/77  
Date filmed

R-76-171

## LAW ENFORCEMENT ASSISTANCE ADMINISTRATION POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Orono, Maine; Management and Organizational Analysis  
REPORT NUMBER: 76-137a  
FOR: Orono, Maine, Police Department  
Town Population: 11,000  
Police Strength (Sworn): 9  
Total: 10  
Town Area: 27 Square Miles

NCJRS  
OCT 5 1976  
ACQUISITIONS

CONTRACTOR: Westinghouse Justice Intittute  
CONSULTANT: Larry R. Walton  
CONTRACT NUMBER: J-LEAA-003-76  
DATE: September 1976

36803

## TABLE OF CONTENTS

	<u>Page</u>
Foreword . . . . .	iii
1. Introduction . . . . .	1-1
2. Understanding of the Problem . . . . .	2-1
3. Analysis and Discussion of the Problem . . . . .	3-1
3.1 Organization . . . . .	3-1
3.2 Personnel . . . . .	3-1
3.3 Salaries . . . . .	3-3
3.4 Vehicles . . . . .	3-4
3.5 Deployment . . . . .	3-4
3.6 Facilities . . . . .	3-4
3.7 Training . . . . .	3-5
3.8 Community Relations . . . . .	3-5
3.9 Property Management . . . . .	3-6
3.10 Records . . . . .	3-7
4. Recommendations . . . . .	4-1

## APPENDICES

A. Recommended Recordkeeping System . . . . .	A-1
B. Exemplar Report Forms . . . . .	B-1

## LIST OF ILLUSTRATIONS

1-1 Orono Police Department -- Present Organizational Chart .	1-2
3-1 Orono Police Department -- Proposed Organizational Chart	3-2

FOREWORD

This request for Technical Assistance was made by the Orono, Maine, Police Department. The requested assistance was concerned with performing a general review of the Department's administration and operation and providing recommendations for improvement, where appropriate.

Requesting Agency:	Orono Police Department, Chief of Police Thomas J. Landers.
State Planning Agency:	Maine Criminal Justice Planning and Assistance Agency, Mr. Gregory Hanscom, Police Planner.
Approving Agency:	LEAA Region I (Boston), Mr. John M. Keeley, Police Specialist.

## 1. INTRODUCTION

The Town of Orono, Maine, which is located adjacent to US Highway 95 approximately 7 miles north of Bangor, contains a population of approximately 11,000 in its 27-square mile area. Orono is the site of one of the campuses of the University of Maine, which has a registration of 10,000. In addition to students who reside in the town, approximately 5,000 students commute daily to the campus from surrounding localities. As a result, during the school year, daytime population of the town approximates 16,000. The University has its own 25-man police department and performs its own dispatching functions.

The Town of Orono is governed by a Town Manager and seven Councilors. Police personnel consist of the Chief, three sergeants, and five patrolmen, whose monthly salaries are \$1,000, \$768, and \$647, respectively.

The Orono Police Department is actually a Division of the Orono Department of Public Safety. The Fire Department constitutes the other Division. The Fire Department consists of 9 fulltime firemen and 27 "callup" personnel. The Police Department consists of eight police personnel plus the Chief of Police (Director of Public Safety), who also is in charge of the town's civil defense. The Chief of Police has been in office 1 1/2 years and has 9 years prior experience with the Bangor Police Department. The Department's present organization structure is shown in Figure 1-1. Personnel work a 42-hour week. Fringe benefits consist of paid vacation, 11 holidays, sick time, the State retirement plan, Blue Cross and Blue Shield insurance coverage, Workmen's Compensation, and provision of all equipment and uniforms. Overtime is compensated for at the regular hourly rate.

The Department has no teletype facilities and provides for dispatching only 8 hours a day, 5 days a week, with a Fire Department employee performing the function. At other times, firemen in the station (which is shared jointly with the Police Department) answer the telephone and radio. During sleeping hours, a microphone connected to a loudspeaker is placed near firemen's beds to amplify the police radio in the event of a radio transmission.

The Orono Police Department, as a whole, is relatively young. Personnel range from 21 to 35 years old; and their experience of police service with the Department varies from a few months to 6 years.

Personnel work one-man units in the two marked police vehicles available. Watch hours are 12:00 a.m.-8:00 a.m., 8:00 a.m.-4:00 p.m., and 4:00 p.m.-12:00 a.m. The basis of selection for these particular hours is unknown. For Patrol purposes, the town is divided in half geographically. The Department's facilities are small, crowded, and poorly organized as a

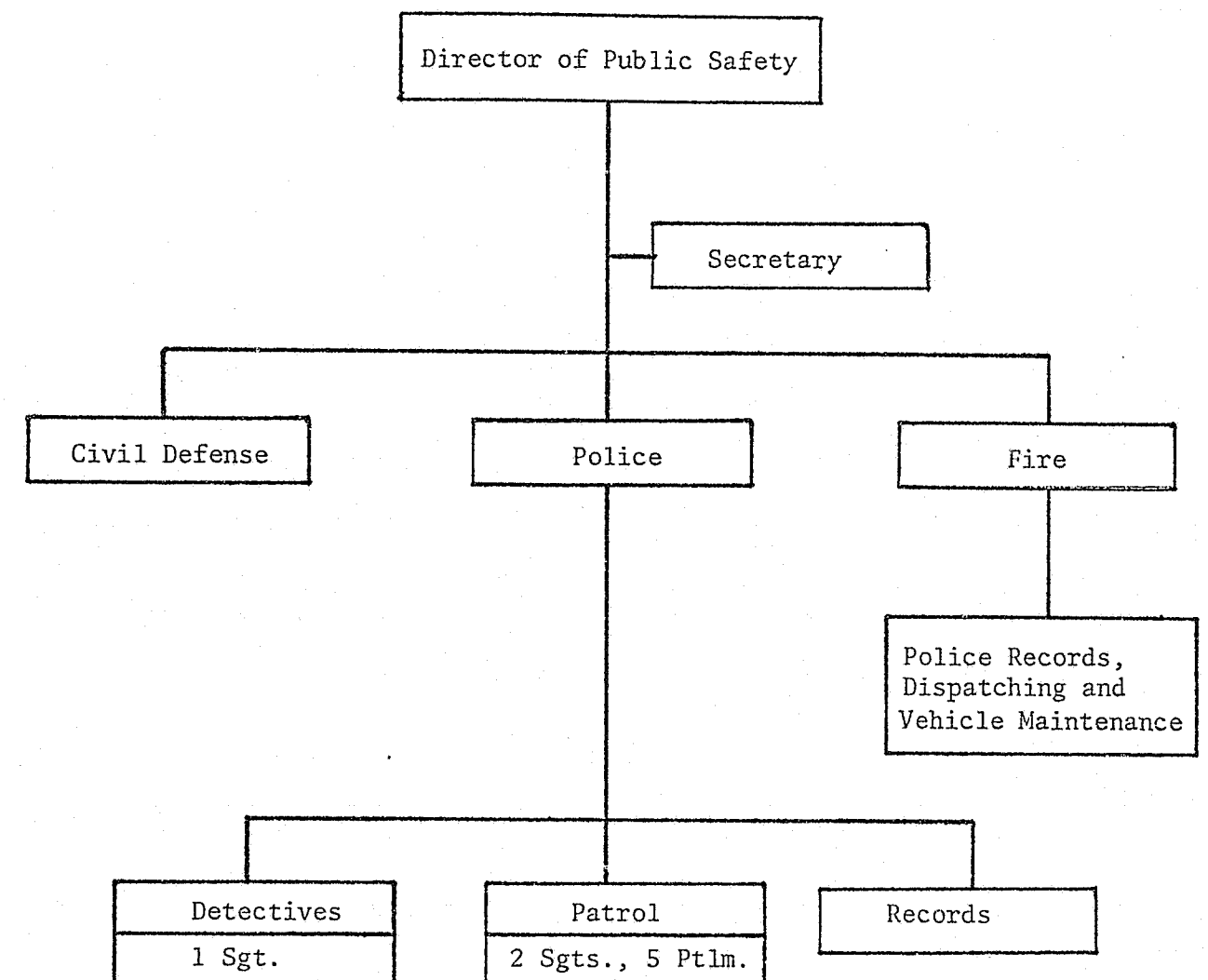


Figure 1-1. Orono Police Department -- Present Organizational Chart

result of inadequate space. Records are maintained in an office separated from the dispatcher. The Department does not have a jail; all arrestees are fingerprinted and photographed and then transferred to the Penobscot Sheriff's Office in Bangor. Limited manpower makes any attempt at holding roll calls or roll-call training infeasible; however, when possible, training films are made available and in-service training is scheduled. Personnel are required to qualify with their sidearms semiannually.

An Annual Report of Department activities is prepared for the Town Manager. As recommended by the FBI, the Department adheres to the policy of full reporting; statistical compilations (UCR) are forwarded to the State for transmittal to the FBI. In 1975, the Department made 98 arrests (26 for Part I Offenses), investigated 229 traffic accidents, responded to 1,896 calls, and reported 173 Index crimes, with a clearance rate of 5.8 percent. When the six reported Aggravated Assaults (four cleared by arrest) are discounted, the clearance rate for Index Crimes was approximately 3.6 percent. The 1975 Crime Index per 100,000 population in Orono was 1,574 compared to the National 1974 Index (latest available) of 4,821.

The Department is currently developing a Manual of Procedure, which includes a well-developed disciplinary policy. Property procedures are not well developed; small items accepted into custody are retained by the concerned officer and large items are stored in the locker room. There is little or no security.

The analyses conducted during the course of this study, and the resultant conclusions and recommendations, were based on interviews with Department members, observations of operating procedures, a review of work documents and report forms, and examination of statistical reports and data.

Persons interviewed included the following:

- Mr. Thomas J. Landers, Director of Public Safety.
- Sergeant Craig Miller.
- Sergeant David J. Dekanich.
- Ms. Regina Cocur, Dispatcher.

Data collected and reviewed by the Consultant included the following:

- Policy and Procedural Manual (rough draft excerpts).
- Salary Schedule.

- Workload Data -- 1975.
- Index Crimes -- 1975.
- Department forms and report blanks.

R-76-171  
1-4

## 2. UNDERSTANDING OF THE PROBLEM

Chief of Police Landers has been in office for 1 1/2 years. He is well aware of certain shortcomings in Department operations, and is correcting inefficient procedures as time and money allow. This technical assistant was requested in order to provide an unbiased, professional appraisal of the Department and its operations. It is the Chief's expressed intent to use the results of this study to continue improving the Department.

In the course of this study, it was determined that the recordkeeping function constituted an area susceptible to major improvement with a minimum expenditure of funds. Therefore, considerable attention was devoted to the recordkeeping task.

For the purposes of this study, the Police Division of the Department of Public Safety is referred to as the "Police Department."



### 3. ANALYSIS AND DISCUSSION OF THE PROBLEM

#### 3.1 Organization

When the limited available manpower is considered, the Orono Police Department is appropriately organized, with the exception of the dispatching function. Since police tasks probably account for 85 percent of the dispatching workload, it would be more appropriate to assign the function to the Police Department for coordination and control. This would also allow for combining the records and communications functions into a single entity operated by the dispatcher. At present, many tasks normally classified as recordkeeping are performed by the sergeants or patrolmen. The use of comparatively untrained firemen as dispatchers during night hours and on weekends is also subject to question. The problem becomes even more acute when officers in the field must depend on a sleeping fireman being awakened to transmit information, to request assistance, and so on. Since the University Police cannot provide dispatching services, the most appropriate solution is, of course, to provide for enough police dispatchers to staff the function. However, this is an expensive proposition. The most reasonable solution would be to provide police dispatchers on the Day and Night watches, 5 days per week, and develop a contract with a neighboring community (e.g., Old Town) to provide dispatching services at other times. The increase in workload for Old Town (which provides 24-hour dispatching services) would be slight, and the advantages to Orono in having trained police dispatchers available would be highly desirable.

If additional personnel are hired, then many desirable functions that cannot now be staffed become possible. These include community relations, planning, and training. A recommended organizational structure for an expanded Department is shown in Figure 3-1.

#### 3.2 Personnel

The Police Department is now comprised of eight members, plus the Director of Public Safety and, in terms of tasks performed, the dispatcher. The net result is a police agency of 10 serving a community of 11,000, with the added problems of a university campus attracting 5,000 additional commuters daily. Although it is true that the Campus Police provide policing services on the campus, their jurisdiction is normally limited to the campus. In addition, enforcement policies and philosophies differ, and the mere presence of the 5,000 daily commuters adds to policing problems in the community.

In 1974, the FBI reported a National average of 2.5 police personnel per 1,000 population; in the New England States, the average was 2.3; and in New England towns with a population of 10,000-25,000, the average was

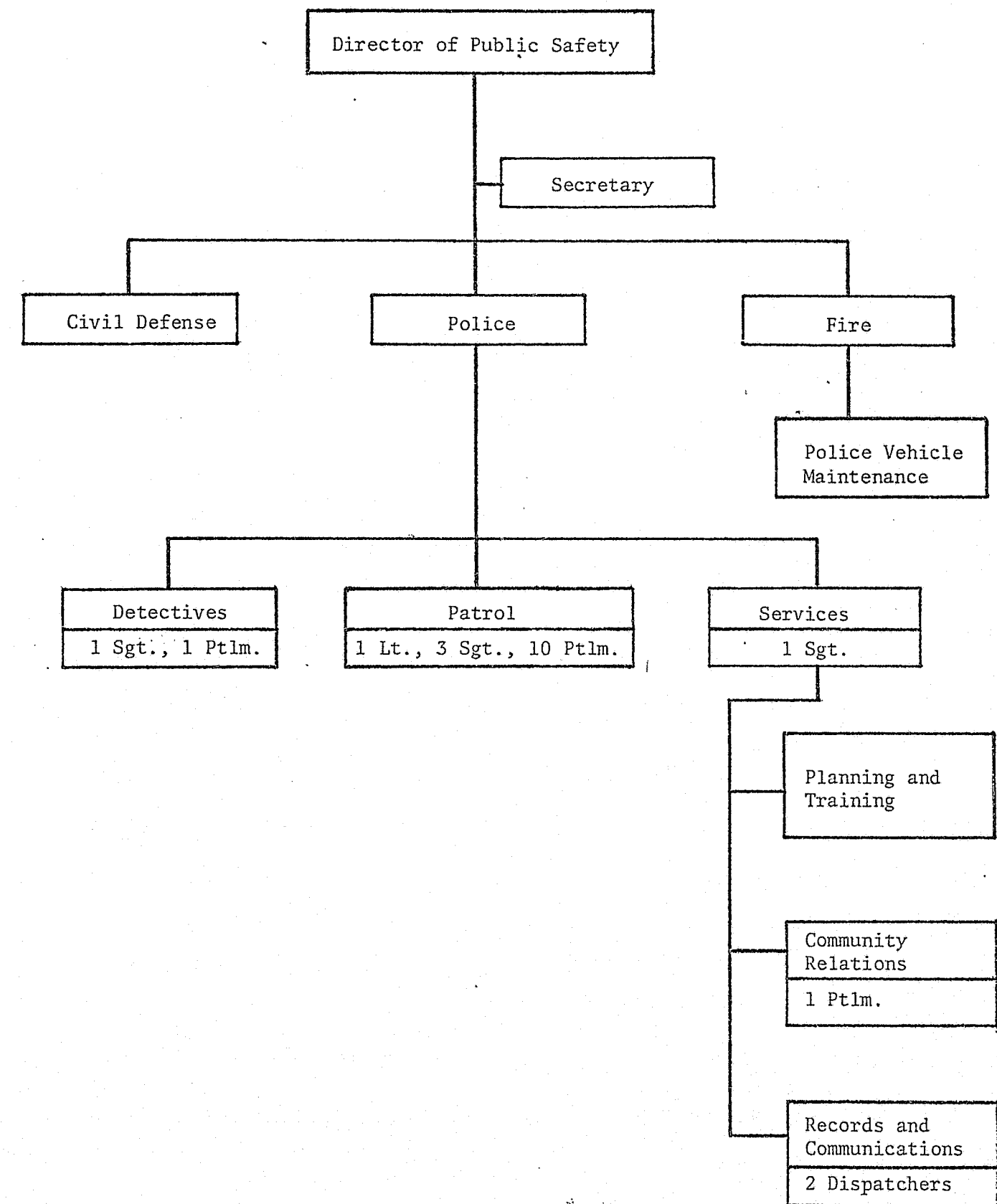


Figure 3-1. Orono Police Department -- Proposed Organizational Chart

1.9. When the latter ratio is applied to Orono, a need for 21 police personnel is indicated ( $1.9 \times 11 = 20.9$  personnel). This figure does not even give consideration to the police problems created by the 5,000 daily commuters. While it is necessary to exercise caution in applying averages to local situations, it can be safely stated that Orono's police problems are at least average. The ratio of 1.9 also represents the average response to police needs by similar-sized New England towns. In fact, the extremely low clearance rate for major crimes indicates that Orono's police problems are above average. There is simply no way a Department of 10 personnel can provide an effective level of service for a community the size of Orono. When consideration is given to the area to be covered, problems connected with the University, and the normal demands of a community of 11,000 persons located close to a large city, provision of only 10 personnel to provide total services is actually a disservice to the community. Therefore, an increase in manpower to approximately 21 should be considered to be of the highest priority. Recommended deployment of these personnel is also shown in Figure 3-1. It is recognized that a personnel increase of this magnitude is a major budget problem and cannot be assumed lightly. It is the Consultant's opinion, however, that the present staffing level simply does not recognize the community problems and/or needs of a suburban community of 11,000 persons. At present, proper provision of police services must in many instances be routinely ignored, persons committing crimes are not apprehended, stolen property is not recovered, and conditions requiring police attention must go unattended. A review of the University policing effort serves to illustrate Orono's lack of manpower; for a campus of 15,000 population (only 5,000 of whom reside on-campus), there is a police department of 25 personnel. In addition, it is likely that campus crime problems are less per unit of population than in Orono due to the scholastic atmosphere, and the selectivity inherent in a college population. Thus, the recommendation to increase the number of personnel is not made lightly; police problems in Orono require at least an average level of police personnel.

### 3.3 Salaries

Any discussion of personnel inevitably leads to a discussion of salaries and job benefits. Generally speaking, there are two basic comparisons that can be made: Police salaries measured against other salaries in the area, and police salaries measured against what competitors are providing in terms of attracting and retaining suitable candidates. An examination of the former category was not conducted; however, there is no question that present salaries leave something to be desired in terms of competing with other jurisdictions for suitable candidates. For example, the immediately neighboring community of Old Town pays patrolmen from \$607-702 and sergeants from \$775-843, depending on length of service. Salaries for the Bangor Police Department also generally

exceed those for Orono. As a consequence, potential policemen tend to be attracted to other towns; and present Orono policemen are tempted to seek employment elsewhere. The result is more costly in the long run than providing a competitive wage level. Therefore, it is the Consultant's opinion that because of the similarity in size and the proximity of Old Town, salaries for Orono policemen should closely parallel those of Old Town policemen.

Closely akin to the matter of salaries is the fact that Orono policemen work a 42-hour week and receive only regular pay for overtime. In light of the fact that most industries have accepted the 40-hour week and time and one-half pay for overtime, it does not seem unreasonable for the same benefits to be made available to Orono policemen.

#### 3.4 Vehicles

The availability of only two police vehicles makes daily deployment of personnel extremely difficult. Even with only eight men, there are occasions when it is possible, and highly desirable, to field two units. If one of the two vehicles is unavailable due to repairs, scheduled maintenance, or as a result of a traffic accident or mechanical breakdown, proper deployment cannot be maintained. Under the circumstances, the addition of one vehicle is a necessity. Since police vehicles are normally replaced on the basis of mileage, there is little to be lost and much to be gained by providing an efficient number of vehicles.

If the recommended 11 additional personnel are hired, the number of available vehicles should be further increased by an additional three vehicles: One marked vehicle for Patrol personnel and two unmarked vehicles for Investigative personnel. This would make a fleet of four marked and two unmarked vehicles.

#### 3.5 Deployment

As stated, watch hours and radio-car districts have been established without analysis of workload. As a consequence, there is no reason to believe that either watch hours or car districts are set with any degree of accuracy in terms of making the best use of available manpower. Therefore, it would be appropriate to examine the existing workload by hour of day and day of week and by location of occurrence to most efficiently relate assignments of personnel to hour and area of workload.

#### 3.6 Facilities

The existing quarters of the Police Department are cramped, crowded, and totally unsuited to the conduction of police business, either from the standpoint of police personnel or the public. The present plans to

expand into the street-level Civil Defense offices are well considered. Expansion of the Department force may even create a problem in the expanded quarters. Consideration should be given to begin planning for the construction of completely new quarters. Since the time from planning to completion may take several years, such planning should commence in the near future.

### 3.7 Training

Available manpower precludes the possibility of developing any form of extensive training that involves sending personnel to training sessions, seminars, workshops, and the like. However, this does not mean that training can be ignored. It is the Consultant's opinion that acquisition and use of the Training Keys and the Sight/Sound Programs available from the International Association of Chiefs of Police (IACP) serve the purpose of making a form of training available without serious expenditures of manpower. The Training Keys consist of a semimonthly publication, devoted primarily to material suitable for individual or group instruction. The Sight/Sound Program, which was designed as a supplement to the Training Keys Series, consists of five volumes (12 programs per volume) using 35 mm slides or filmstrips coordinated with sound effects. Altogether, these training aids make an extremely effective and practical training program. Supervisors should be trained as instructors; and the daily roll-call periods, which will become necessary when Department strength is increased, should be used for training purposes.

### 3.8 Community Relations

Limited manpower has precluded the development of a formal community relations program. However, such a program is highly desirable; and it is important that all personnel take a part in such activities. Public appearances at schools, speaking engagements at civic and business groups meetings, and so on are of value, but the community relations effort should be developed in greater depth.

Some specific suggestions are detailed below:

- Establish a Bicycle Safety and Registration Program -- Such a program could have real value in developing communications between the Police Department and schoolage children, particularly if officers were to go to school periodically to assist in registration. In addition, establishing accurate records on bicycle registrations would materially assist the Department in returning found bicycles to owners and in identifying stolen bicycles in the possession of unauthorized persons.

- Unscheduled Informal Visits of School Campuses by On-Duty Personnel -- Such a program would help to open lines of communication between schoolage people and the Police Department. Officers should be encouraged to eat their lunches occasionally in school cafeterias; visit schools at recess time, when not engaged in other Patrol activities; and, when not busy elsewhere, occasionally assist crossing guards at time of heavy street use by school children.
- Operation Identification -- "Operation Identification" is another program that can be adopted, and that would assist in both crime prevention and the community relations program. Although slightly different from community to community, this program generally involves the loan of an engraving tool to a private citizen, who engraves his driver's license number (and State of issuance) on all small items of personal property that might be the subject of theft. This procedure enables a police agency to discover the ownership of stolen property in the possession of a suspected thief by a records check in State computerized files or NCIC. Those communities that have adopted this program have consistently reduced their burglary losses and the total number of burglaries. If used properly, such a program can also contribute to the development of good community relations. Therefore, it is recommended that Operation Identification be made a part of the community relations program and that engraving tools be made available to interested members of the community. The mere announcement that such tools are available is usually not enough; a better technique is to request the assistance of members of a Boy Scout or Explorer Troop to go door-to-door to help citizens engrave items of personal property. Of course, suitable publicity in local papers is essential for such an endeavor. This type of program should be carried out on a permanent basis if it is to be effective.

### 3.9 Property Management

As stated previously, property procedures do not provide a satisfactory level of security or accountability. Most items of property accepted into custody are not stored in a centralized location under lock and key and, thus, are subject to a high degree of contamination (in terms of courtroom testimony). A specific property room should be designated with access controlled by the Chief of Police or his delegate. In addition, a safe should be acquired for the storage of small and/or valuable items.

Property accepted into custody should be the subject of a Property Report and should be packaged securely and tagged with a tag bearing appropriate identifying information. Release of property should be to only the owner or his agent or the court upon demand. Other items should be either auctioned or destroyed, depending on the type of item. All releases should be by the officer assigned to criminal investigation or the Chief of Police.

### 3.10 Records

Analysis of the present recordkeeping system revealed areas where processing can be simplified. In addition, certain aspects of a well-developed system are not in operation and/or appropriate forms are not being used. Instead of detailing each report form or aspect of the present system subject to improvement, a completely integrated system has been outlined in Appendix A. Attention has been directed to using existing procedures and forms, wherever appropriate. It is the Consultant's opinion that the recommended system provides the necessary measure of improvement while embodying the best aspects of the existing system.

#### 4. RECOMMENDATIONS

It is the Consultant's recommendation that attention be directed to the areas noted below in order to increase the efficiency of the Orono Police Department. These areas constitute the major areas most susceptible to improvement, as well as the areas most in need of improvement.

- Organization -- Department organization should be modified to provide for a Detective Division charged with the responsibility of followup investigation; a Patrol Division (to be commanded by a lieutenant who would also act as Chief of Police when the Chief is absent); and a Service Division charged with the responsibility of planning, training, communications, and records. Dispatchers should be police employees. When Department dispatchers are unavailable, dispatching services should be provided by another nearby police department on a contract basis. The Old Town Police Department probably could provide such services.
- Personnel -- Police personnel should be increased by 11 to provide for total Police Department strength of 21 (including the present Fire Department dispatcher). This would provide for a department equal in strength to other similar-sized New England towns.
- Salaries -- To attract and retain suitable candidates, and to do so in competition with other departments, patrolmen's salaries should be increased by approximately \$50 per month, sergeants' salaries by approximately \$70 per month, and the salary of the Chief of Police by approximately \$150 per month. The salary for the recommended lieutenant should be approximately \$975 per month.
- Vehicles -- The number of available vehicles should be immediately increased by one. As Department strength is increased in accordance with the recommendations contained herein, the number of vehicles should be increased to four marked and two unmarked vehicles to provide units for criminal investigators, as well as to cover when vehicles are disabled and unavailable.
- Deployment -- Watch hours and radio-car districts should be periodically reevaluated in terms of a workload analysis,



identifying hours of the day and assignment areas that are most conducive to the effective use of available manpower.

- Training -- A formal training program should be developed using the LACP Training Keys and Sight/Sound Programs. To assist in program presentation, supervisors should be trained as instructors.
- Community Relations -- A community relations program should be developed. Some basic programs were outlined in Section 3.8.
- Property Management -- A centralized property storage room should be designated, with access controlled by the Chief of Police or his delegate. All property taken into custody should be the subject of a Property Report. Release should be to the owner or his agent, by auction or destruction, depending on the type of property. All releases should be approved by a criminal investigator.
- Records -- Existing records and reports and the record-keeping system should be modified to conform to the system detailed in Appendix A. Copies of report exemplars illustrated in Appendix B are intended only as general outlines of appropriate forms.

APPENDIX A

Recommended Recordkeeping System

R-76-171

A-1

## RECOMMENDED RECORDKEEPING SYSTEM

### 1. Incident Ledger

- This Ledger should replace the Case Number Ledger and serve as the primary agency record of reported field incidents, a report audit source, and a chronological cross-file to all reports. Entries should be sequentially numbered.
- Upon completion of an Offense, Miscellaneous Incident, Traffic Accident, Property, or Vehicle Report, the reporting officer should obtain an Incident Number from the dispatcher, who should maintain the Incident Ledger. A single consecutive series of numbers should be used for all of the above reports.
  - Multiple incidents arising from the same occurrence require only one number.
  - Incidents not falling in the categories specifically listed should not be assigned a number from this Ledger. All numbered incidents require completion of one or more of the listed reports.
- Appropriate identifying information should be entered in the Incident Ledger.
  - Incident Number.
  - Date and time of occurrence.
  - Type of occurrence.
  - Location.
  - Victim, if any.
  - Officer reporting.
  - Related reports under this Incident Number.
- Incident Numbers should be preceded by the last two digits of the current year (e.g., 76-1378).
- Traffic Accident Report Numbers may be preceded by the letter "T" if desired (e.g., T-76-1379).

## 2. Radio Call Card

- The Radio Call Card should replace the Complaint Report. This form is a 3- by 5-inch prenumbered card used by the dispatcher to record all calls for police services. It should also be completed by the dispatcher when field personnel inform the dispatcher of action initiated.
  - Serves as a record of all incidents requiring the dispatch of a police unit and/or incidents initiated by the unit.
  - Serves as a record of the location of a unit while the unit is out of service.
  - Serves as a daily audit device to ensure completion of appropriate reports related to a particular incident.
  - Serves as the basis for compiling the Daily Report.
- The Card should be designed to enable the dispatcher to record as much information as possible by checking appropriate boxes. Use of a timestamp machine to record times of receipt, dispatch, unit arrival, and completion expedites filling in the Card.
- Disposition of the call is not essential to completion of the Radio Call Card. Disposition information is recorded in the Officer's Daily Activity Report.
- The Card should be filed numerically.
  - This number is not cross-referenced to other numbers assigned to reports; its sole purpose is to facilitate filing and retrieval.
- Where volume is very low, the Incident Ledger may suffice, making Radio Call Cards unnecessary. If the two types of information are recorded on one form, care must be taken to ensure that Incident Numbers are assigned to only those entries requiring reporting on one of the listed reports.

### 3. Daily Report

- This replaces the Activity Sheet. The Daily Report should be maintained at the dispatchers' office as a running log of field activities. Its primary intent is to brief the Chief of Police and other personnel on matters of major interest.
- The Report, which covers a 24-hour period, contains all incidents of police interest that occur during that period; filed by date.
  - Routine radio transmissions and minor matters are not included.
  - The primary source of information is selected Radio Call Cards; however, incidents that should be included in the Daily Report but do not routinely come to the attention of the person maintaining it must be reported for inclusion by the officer handling the incident. (For example, detective arrest or completion of an Offense Report not resulting from a radio transmission).
- Entry should include time of occurrence, type of occurrence, location, officer or unit assigned, and disposition.
  - Disposition should be very brief (i.e., "Arrested 2 -- Incident Number 76-1482" or "Robbery Report -- Incident Number 76-0511").
- All incidents of police interest for which an Incident Number and/or Arrest Number is used in reporting the occurrence should be identified in the Daily Report by including the number in the "Disposition" column.
- The Daily Report should be audited daily by dispatchers to ensure that all appropriate incidents have been formally reported and that proper reports have been completed and submitted.
- Where call volume is relatively low, the Incident Ledger and the Daily Report may also be combined. If these forms are combined, care must be taken to ensure that

Incident Numbers are assigned to only those entries requiring reporting on one of the listed reports.

#### 4. Offense Report

- The Offense Report should replace the present blank letterhead sheet now used for this purpose. It should be completed for all criminal offenses that come to the attention of the police (except those traffic violations disposed of by means of a traffic citation) regardless of the value of property taken, extent of injury, or likelihood of successful prosecution.
- An Incident Number should be assigned as described under Section 1.
- The original should be filed by Incident Number in the Primary File by the dispatcher.
- The number of additional copies and distribution should be determined by Department needs, such as:
  - Chief of Police -- Information.
  - Detective Division -- Work copies.
  - Arrest Package -- Attached to copy of related arrest report.
  - Officer's Information File.
- Related reports should be cross-referenced in the body of the report.
- Index Files (3 by 5 inches)
  - Master Name File (Victim) -- Filed alphabetically. If a card is already on file, a new incident requires only an entry on the same card.
- The existing Stolen-Recovered Bicycle Report is generally satisfactory but should be expanded to 8 1/2 by 11 inches in size; it should bear an Incident Number and be processed and filed in the same manner and along with other reports.

#### 5. Miscellaneous Incident Report

- This report should replace the blank letterhead sheet and be used to report actions of officers or situations not reported on Offence, Traffic Accident, Vehicle, or Property Reports.
- The general purpose of this report is to officially report situations of importance to the Department for which no actual criminal violation is involved. For example:
  - Injured person aided.
  - Missing person.
  - Animal destroyed.
  - Dangerous excavation.
  - Lost property reported.
- An Incident Number should be assigned as described in Section 1.
- The original should be filed by Incident Number in the Primary File.
- The number of additional copies and distribution should be determined by Department needs, as described in Section 4.
- Index Files (3 by 5 inches)
  - Master Name File -- Contains names of victim and/or person involved, filed alphabetically. If a card is already on file, a new incident requires only an entry on the same card.

#### 6. Supplemental Report

- The Supplemental Report should be used:
  - As a continuation for any other report.
  - To add additional information to an incident reported previously.

- To record progress of a continuing investigation.

- The Supplemental Report should bear the same Incident Number and receive the same distribution as the original report.

- Attach to original report in files.

- Because of the Supplemental Report, changes to index cards prepared previously may be necessary.

#### 7. Traffic Accident Report

- The State Traffic Accident Report should be completed for all traffic accidents that occur on the highway (except those with only very minor damage) and all private property accidents that involve death, injury, or a violation of law.

- An Incident Number should be assigned as in Section 1.

- The original should be filed by Incident Number in the Primary File.

- If separate filing of traffic accidents is deemed mandatory, a separate block of numbers from the Incident Ledger should be used in order to preserve the integrity of the numbering system.

- The number of additional copies and distribution should be determined by Department needs, as described in Section 4.

- Index Files

- Master Name File -- Contains names of parties to the accident and persons killed or injured, filed alphabetically. If a card is already on file, a new incident requires only an entry on the same card.

- Location File (Optional) -- Filed by street address or other identifying factors, by date.



#### 8. Property Report

- The Property Report should be used to record all receipts of property into Department custody, except for prisoners' personal property:
  - Evidence.
  - Found property.
  - Safekeeping.
- An Incident Number should be assigned as described in Section 1.
- The original should be filed by Incident Number in the Primary File.
- The number of copies and distribution should be determined by Department needs:
  - One copy should accompany the property.
  - Detective Division.
  - Arrest Package -- If related to an arrest.
  - Officer's Information File.
- Property should be described in related reports.
- Index Files (3 by 5 inches)
  - Master Name File -- Contains names of persons "booked to", filed alphabetically. If a card is already on file, a new incident requires only an entry on the same card.
- A receipt for property released should be attached to the Property Report.

#### 9. Property Ledger

- This Ledger should replace the Stolen Property Recovery Report and be maintained to provide control of property; to allow for swift, accurate inventory; and to serve as

a chronological cross-reference to property in Department custody.

- Each item of property booked should be listed, 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 finding officer, in that order. If the case involves only found property, the property should be booked to the actual finder.

#### 10. Arrest Report

- This Report should replace the Arrest Record form and be used to record identifying information and arrest details of all persons taken into custody and booked. 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 Department Arrest Number or by the Booking Number if a separate Booking Number is used for each arrest.
  - The Booking Number should be listed in other related reports for cross-reference purposes.
  - The Booking Number is used to identify the current arrest and is the arrestee's permanent number.
- The original should be filed in the arrestees' Arrest Packages along with photographs, fingerprints, and all other arrest-related documents.
  - Arrest Packages should be kept in the dispatchers' office, filed alphabetically.
  - Offense reports, if any, should be attached.
- Disposition information may be entered on the reverse side of the original report.

- The number of additional copies and distribution should be determined by Department needs:

- Chief of Police.
- Detective Division.
- Officer's Information File.

- Index Files (3 by 5 inches)

- Master Name File -- Filed alphabetically. If a card is already in file, a new incident requires only an entry on the same card.

- This system contemplates modification of the Arrest Card to serve as a single index card for all incidents.

#### 11. Arrest Ledger

- This Ledger should replace the Booking Book and serve as the primary chronological record of all Departmental arrests.
  - Should include date, time, charge, name, location of arrest, arresting officer, and disposition.
  - Use of a separate Booking Number for each arrest is recommended. Each January 1, the numbering sequence should start with number 1, followed by the last two digits of the year (e.g., the first arrest in 1977 would be 1-77, the second arrest would be 2-77). This would provide a stable numbering system and, at the same time, would readily provide information about the number of persons booked during the current year. The number should be cross-referenced in Department files to a permanent Department Arrest Number assigned by the dispatcher at the time of the first arrest.
- The Arrest Ledger should be kept in the Dispatchers' Office.

12. Uniform Traffic Citation

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

13. Field Interview Report

- A new Field Interview Report should be adopted. The form is a 3- by 5-inch card that is 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 card should be completed in duplicate: One copy filed alphabetically by name, one copy filed by location of interview.
- Because of the specific investigative purposes of this form, files separate and distinct from the Primary and Location Files would be desirable.

14. Vehicle Report

- This Report should be used to report and identify stolen, recovered, and impounded vehicles.

- An Incident Number should be obtained as described under Section 1. (Recovered vehicles should bear the stolen Incident Number, if stolen locally.)
- The original should be filed as follows:
  - Stolen and/or Impounded Vehicles -- Filed by Incident Number in the Primary File.
  - Recovered Vehicles -- If stolen locally, file attached to related stolen report, otherwise by Incident Number in the Primary File.
- The number of additional copies and distribution should be determined by Department needs:
  - Detective Division.
  - Impound Garage.
- Index Files (3 by 5 inches)
  - Master Name File -- Filed alphabetically by owner's name, include license number on card. If a card is already on file, a new incident requires only an entry on the same card.
  - Stolen and Impounded Vehicle File -- Filed by license number.

#### 15. Officer's Daily Report

- This report is vital to effective operations and, therefore, should be completed by all field officers. It serves the following purposes:
  - Contains details and dispositions of all activities that occur 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 source of data for manpower usage, budget requests, response to public inquiries, and the like.

- Provides a record for measurement of workload factors.
- Provides a safeguard for field personnel against unjust accusations.
- The report should be filed by officer's name (after extraction of pertinent data for analysis purposes), by date.

#### 16. Supervisor's Daily Report (Optional)

- If chosen, this report should be completed by field supervisors.
- The report contains a resume of duty tour activities concerning personnel and criminal matters, as well as other police problems.
- The report should be filed by supervisor's name, by date.

#### 17. Records Check Out

- When original records are removed from the file, they should be identified by substituting a brightly colored card of similar size that bears the following information:
  - Incident Number.
  - Officer.
  - Date removed.
  - Purpose.
  - Date returned.
  - Record clerk's initials (or number).

#### 18. Periodic Statistical Summary Report

- This report should be prepared by the Planning and Training Unit from tally sheet(s) and Officer's Daily Reports maintained on a daily basis.
- The report should be distributed to Chief of Police, Town officials, and Department supervisors.

- The Periodic Statistical Summary Reports should be used as a basis for the annual report.

19. Warning Citation

- The existing form should be completed in duplicate: One copy to violator; one copy filed by violator's name for 12 months, then destroyed.

20. Parking Citation

- The existing form should be completed in duplicate: One copy to violator, one copy to Town Clerk for payment record.
- The present practice of paying parking fines to the dispatcher should be discontinued. Authorities generally agree that police personnel should not be involved in accepting money for fines or bail. The office of the Town Clerk is more properly the location for the receipt of such monies. In the event that this recommendation is not implemented, then one copy of the citation should be filed in a "Pending File" by license number. When the citation is paid, the Department copy of the receipt should be attached to the citation and filed in a permanent file for 1 year, then destroyed.

APPENDIX B

Exemplar Report Forms



POLICE DEPARTMENT  
INCIDENT LEDGER, PAGE 1

[illegible]

NATURE OF INCIDENT <input type="checkbox"/> BELOW <input type="checkbox"/> IN PROGRESS		COMPLAINT NO.		TIME	
LOCATION OF INCIDENT		CORNER <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> DEAT <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> UTXD <input type="checkbox"/>		ACCU	
COMPLAINANT'S NAME <input type="checkbox"/> REFUSED		ADDRESS <input type="checkbox"/> SAME AS LOC.		TELEPHONE NO.	
CHECK BOXES APPLICABLE. IF CONDITIONS ARE NOT LISTED, DISCRIBE ABOVE.					
ALARM..... <input type="checkbox"/> FIRE <input type="checkbox"/> BURGLARY <input type="checkbox"/> AUDIBLE <input type="checkbox"/> HOLDUP					
ACCIDENT..... <input type="checkbox"/> PERSONAL INJ. <input type="checkbox"/> PROPERTY DAMAGE <input type="checkbox"/> HIT & RUN <input type="checkbox"/> PRIVATE PROPERTY					
DISTURBANCE..... <input type="checkbox"/> FAMILY <input type="checkbox"/> JUVENILES <input type="checkbox"/> VEHICLES <input type="checkbox"/> ANIMALS					
PERSON..... <input type="checkbox"/> INJURED <input type="checkbox"/> MISSING <input type="checkbox"/> SUSPICIOUS <input type="checkbox"/> MIXED APPEARANCE					
THEFT..... <input type="checkbox"/> VEHICLE <input type="checkbox"/> MISCELL <input type="checkbox"/> FROM AUTO <input type="checkbox"/> AUTO ACCESSORIES					
REMARKS					
UNIT ADDRESS	UNIT ADDRESS	REPORT SUBMITTED	RECEIVED BY	DISPATCH	
<input type="checkbox"/> M.L.	<input type="checkbox"/> C.M.	<input type="checkbox"/> ACC.	<input type="checkbox"/> AMBUSH		

front

VEHICLE										PERSONS				TIME	
COLOR	YEAR	MAKE	NO.	SEX	RACE	AGE	HGT	WGT	HAIR	EYES	IDENTITY, ACCIDENT, NOTIFICATIONS, ETC.				
STYLE	BODY			COMP.	GLASSES	CLOTHING									
LIC. NO.	LIC. YR.			SEX	RACE	AGE	HGT	WGT	HAIR	EYES	IDENTITY, ACCIDENT, NOTIFICATIONS, ETC.				
STATE	LIC. TYPE			COMP.	GLASSES	CLOTHING									
OTHER IDENTIFYING INFORMATION							DIRECTION OF FLIGHT								
							ON								
NOTIFICATIONS: <input type="checkbox"/> AMBULANCE <input type="checkbox"/> FIRE DEPT. <input type="checkbox"/> POLICE															
NAME							TELEPHONE NO.								
							<input type="checkbox"/> DEPT. REQUEST <input type="checkbox"/> NOTATION <input type="checkbox"/> NEAREST AVAIL.								
DEPT. MEMBERS NOTIFIED: TITLE & NAME															
ADDITIONAL INFORMATION															
NOTIFIED BY <input type="checkbox"/> DISPATCH															

back

## DAILY REPORT

DATE

[illegible]

R-76-171  
B-4

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

MISCELLANEOUS INCIDENT REPORT

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

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

[illegible]

POLICE DEPARTMENT  
PROPERTY LEDGER, PAGE

[illegible]

R-76-171  
B-9



## ARREST REPORT

RESTRICTED ADDRESS		CITY	STATE	ARRESTEE'S NAME (LAST, FIRST, MIDDLE)		NICKNAME	
EMPLOYED BY		OCCUPATION		CHARGE		MISD <input type="checkbox"/> FEL <input type="checkbox"/> OTHER <input type="checkbox"/>	
EMPLOYEE'S ADDRESS		CITY	STATE	LOCATION OF ARREST		A.D. ARRESTING OFFICER(S)	
ADDRESS, ALIAS		SOCIAL SECURITY NUMBER		DATE AND TIME ARRESTED		DATE AND TIME RELEASED	
DRIVER'S LICENSE NUMBER		STATE	BIRTHPLACE	SEX	DESCENT	AGE	HEIGHT
VISCERAL MARKS, SCARS, DEFORMITIES		LOCATION OFFENSE COMMITTED		CONNECTED KEYS AND NUMERAL		EYES <input type="checkbox"/> 10 <input type="checkbox"/>	
OCCUPATION OR BUSINESS OR INDUSTRY - IF WORKING		DISPOSITION OF ARRESTEE'S VEHICLE		HOLD FOR:			
VEHICLE USED (TYPE, MAKE, MODEL, COLOR, LICENSE NO., IDENTIFYING MARKS)				DRIVING VEHICLE (DIRECTION AND STREET NAME)			
CLOSING DATA				SCHOOL ATTENDING		SELECTIVE SERVICE NUMBER	
ONE SUBJECT (IF MORE THAN ONE) LISTED: P.O. NO. - PARENT OR GUARDIAN (JUVENILE ONLY)							
NAME		DOB	RESIDENCE ADDRESS	CITY	RESIDENCE PHONE	BUSINESS PHONE	
CRIME INFO.		VICTIM'S OCCUPATION, DESCENT, AGE		TYPE OF PREMISES		TOTAL VALUE	
JURY		PAID BY	DATE	PLACE JURY DECIDED	DOING APPROVED BY	DEFENSE APPROVED BY	
REMARKS OF ARREST OFFICER(S)							
DETAILS OF ARREST: (1) STATEMENT OF DEPT. (2) BACKGROUND INFO: COMPLAINT, RADIO CALL, ETC. (3) NARRATIVE OF CIRCUMSTANCES PRESENT TO ARREST. (4) INFORMATION INVOLVED, DESCRIBE DEPT. APPEARANCE, ACTIONS AND OFFICER'S OPINION OF DEGREE OF IN- TENDANCE, IF PHYSICAL EVIDENCE FOUND: WEAPONS, WHO BY, DISPOSITION. (5) EVIDENCE OF MARIJUANA ADDICTION.							
SUPERVISOR APPROVING		ARRESTING OFFICER(S)		BADGE NO.	VACATION DATES	FINGERPRINTED	
DATE AND TIME PREPARED		CLERK				PHOTOGRAPHED	

R-76-171  
B-10



# FIELD INTERVIEW REPORT

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

(REVERSE)

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

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

R-76-171  
B-13

## OFFICER'S DAILY REPORT

[illegible]

R-76-171  
B-14

SUPERVISOR'S DAILY REPORT									
NAME	ON DUTY	OFF DUTY	TOTAL HOURS WORKED	OVERTIME	BATCH	ASSIGNMENT	DATE		
VEHICLE NO.	MILEAGE- START	MILEAGE- FINISH	TOTAL MILES	CAS-NO.	CAL.	COST	OIL-NO.	QTS.	TOTAL COST
<div style="display: flex; justify-content: space-between;"> <div>SIGNED: _____</div> <div>APPROVED: _____</div> </div>									

R-76-171  
B-15

POLICE DEPARTMENT  
RECORDS SIGN-OUT.

[illegible]

R-76-171  
B-16

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

R-76-171  
B-17



**END**

7 10/15/1911