

INTERNAL ROUTING/ACTION SLIP

1201

#251

INDIVIDUAL TECHNICAL ASSISTANCE REPORT

In Response to a Request for Technical Assistance

By the

Hidalgo, Texas, Marshal's Office

November 16, 1973

NCJRS

Prepared by:

Public Administration Service
1313 East 60th Street
Chicago, Illinois 60637

NOV 30 1976

ACQUISITIONS

(Per Contract J-LEAA-015-72)

I. PRELIMINARY INFORMATION

A. Consultant Assigned:

Larry Walton
Police Consultant
Utopia, Texas

Includes supplemental material developed from PAS reference materials.

B. Date Assignment Received:

September 14, 1973

C. Date of Contact with LEAA Regional Coordinator:

October 1, 1973

D. Dates of On-Site Consultation:

October 22-25, 1973

E. Individuals Contacted:

Eduardo Vela
Mayor

Julio Garza
Marshal

U. Yanez
Deputy Marshal

Ester Rodrieguez
Marshal's Secretary

Ercilia Cisneros
City Secretary

II. STATEMENT OF THE PROBLEM

A. Problem as per Request for Technical Assistance:

Technical assistance in conducting a brief overview of the Marshal's Office to aid in assessing the extent of facility expansion.

B. Problems Actually Observed:

1. Examine and evaluate the needs of Hidalgo City in terms of police facilities for today and the foreseeable future for the Marshal's Office.
2. Review training needs of the Marshal's Office.
3. Review present salaries with a view to establishing educational incentives.
4. Inventory and analyze existing police equipment.
5. Make appropriate recommendations for improvement as necessary.

III. FACTS BEARING ON THE PROBLEM

See attached Consultant's Report.

IV. DISCUSSION OF POSSIBLE COURSES OF ACTION

See attached Consultant's Report.

V. RECOMMENDED COURSE OF ACTION

See attached Consultant's Report.

CONSULTANT'S REPORT

INTRODUCTION

The City of Hidalgo, located on the border of Mexico seven miles south of McAllen, Texas, has an estimated population of 2,000, a 58 percent increase over the 1970 population of 1,269. Hidalgo was incorporated in 1962, and derives a major portion of its revenue from the International Bridge leading to the Mexican City of Reynosa (population 200,000).

The current city budget is approximately \$500,000, of which \$260,000 comes from bridge revenue. Sales taxes total more than \$50,000 per year and revenue sharing adds another \$28,000 to current income. The American side of the International Bridge is actually owned by the City of McAllen, but under a contractual relationship Hidalgo provides police services to the bridge area and receives one-third of the revenue in return.

While being an important aspect in the economy of Hidalgo, the bridge is also the major contributor to police problems. Bridge traffic averages better than 12,000 vehicles a day over a one-year period. During September, 1973, 424,900 vehicles crossed from the American to the Mexican side. Bridge traffic has shown a consistent 10 percent increase each year for the past 12 years.

The City is governed by a Mayor and five Aldermen, all elected at large by the voters. Law is enforced in the immediate area of Hidalgo by the McAllen Police Department, the Hidalgo County Sheriff's Office, and various state and federal agencies associated with the U.S. border. Law enforcement functions in Hidalgo are handled by the Marshal's Office. Police training is provided at the Regional Police Academy in Harlingen and at Texas Southmost College (Brownsville), Pan American College in Edinberg.

Only very limited information is available regarding work load of the Marshal's Office, because only minimum records are maintained. Available records reveal that approximately 500 traffic citations are issued annually and approximately 30 arrests (primarily for intoxication) are made each year. Much time is expended on traffic matters and many illegal aliens are incarcerated by federal authorities, but few records of such activities are maintained. The arrest figures do not include illegal aliens.

STAFFING AND PERSONNEL

The Hidalgo Marshal's Office is staffed by the Marshal, 10 deputy marshals, and 1 clerk who serves as a dispatcher, Marshal's secretary, and court clerk for the municipal court. Personnel work four 12-hour days and have three days off per week.

Presently, personnel are supervised and directed in their activities by the Marshal. Though a relief supervisor is designated in the Marshal's absence, no such position is authorized. It is therefore recommended that a senior deputy marshal be appointed to serve as a supervisor of the night watch and, in the absence of the Marshal, of the department. A salary increase would be appropriate.

Additionally, follow-up investigation of offenses is not assigned to any one person. Consequently, little or nothing is done in this area. It is recommended that a deputy marshal be given the specific task of follow-up investigation, including those related activities involving juveniles. Such follow-up, however, should be conducted by a patrol officer during his regular tour of duty.

Personnel are deployed in two-man cars during the night watch and one-man cars during the day watch. The Marshal's Office has four police vehicles. Present personnel strength appears to be more than ample although the absence of valid work load data precludes a more definitive review.

Existing salaries are somewhat low in comparison with neighboring communities. It is recognized that a mere comparison of salaries does not constitute a salary survey. However, in order to remain competitive for personnel with other communities, some degree of equality must exist. With this thought in mind, the salary schedules listed below are pertinent:

Monthly Base Pay Scales^a

<i>Rank</i>	<i>Brownsville</i>	<i>McAllen</i>	<i>Edinberg</i>	<i>San Benito</i>	<i>Hidalgo</i>
Policeman, start	\$ 522	\$ 504	\$ 448	\$450	\$420
Policeman, top	660	504	462	525	460
Chief	1,194	1,042	1,060	710	600

^a Not including longevity, shooting bonus, etc.

Hidalgo should undertake a salary study to determine an appropriate salary scale.

Given the nature of the police function in Hidalgo, it is not appropriate at this time to establish a formal education incentive program. Such a program will only serve to make Hidalgo a training department for other police departments in the community. Applicants will enter Hidalgo, obtain experience and education at the expense of the City, and then resign to join a larger department at a higher salary.

All personnel receive 12 days sick leave per year (which is cumulative) and 14 days vacation. The City provides Blue Cross and Blue Shield insurance and is a member of the Texas Municipal Retirement System. All uniforms and personal equipment, except firearms, are provided by the City. Current benefits seem appropriate, although these should also be evaluated in the salary study.

FACILITIES AND EQUIPMENT

The City of Hidalgo proposes to expand its present facility (Diagram I) to provide more space for personnel and to provide a courtroom for the municipal court. In designing a new facility, Hidalgo should bear in mind that if the current rate of population growth continues, there is likely to be a large increase in the Marshal's staff. Thus, any facility should be designed with future expansion in mind.

The existing facility design does not permit the best design without extensive and costly renovation. Hidalgo should, therefore, raze the existing structure and start with a totally new building. If this is not practical, however, the City can improve the present facility.

Diagram II depicts the recommended expansion. This approach permits the courtroom to be converted into office space at some future date simply by adding a courtroom addition and dividing the existing courtroom. By using "movable walls" for the interior walls of the courtroom, Marshal's Office, Property Room, Judge's Chambers, Officer's Report Room, and storage, a redesign of the building is accomplished quickly, economically, and easily.

The Marshal's Office also has a need for some basic police equipment. The following list of such equipment should serve as a guide, but the city officials should determine needs and priorities in the purchase of equipment. Recommended equipment includes:

1. *Gas Equipment.* The Marshal's Office presently has no gas equipment. It is recommended that a standard tear gas kit consisting of grenades, a one and one-half inch bore gas gun and projectiles be considered if none is readily available from neighboring agencies.
2. *Shotguns.* A riot-type, 12-gauge pump shotgun for each patrol vehicle and one spare gun maintained in the station should be a standard item of department equipment.
3. *Gas Masks.* Gas masks in sufficient number to supply three officers if tear gas is purchased is recommended.
4. *Helmets.* Such equipment suitable for riot control may be acquired to equip each deputy marshal and the Marshal.
5. *Crime Detection Kit.* A crime detection kit, containing the equipment and chemicals for simple field tests such as latent prints, identification of stains, and measurement and survey of crime scenes is recommended.

Diagram I
CURRENT POLICE FACILITY
HIDALGO, TEXAS

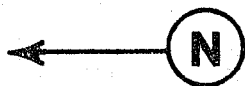
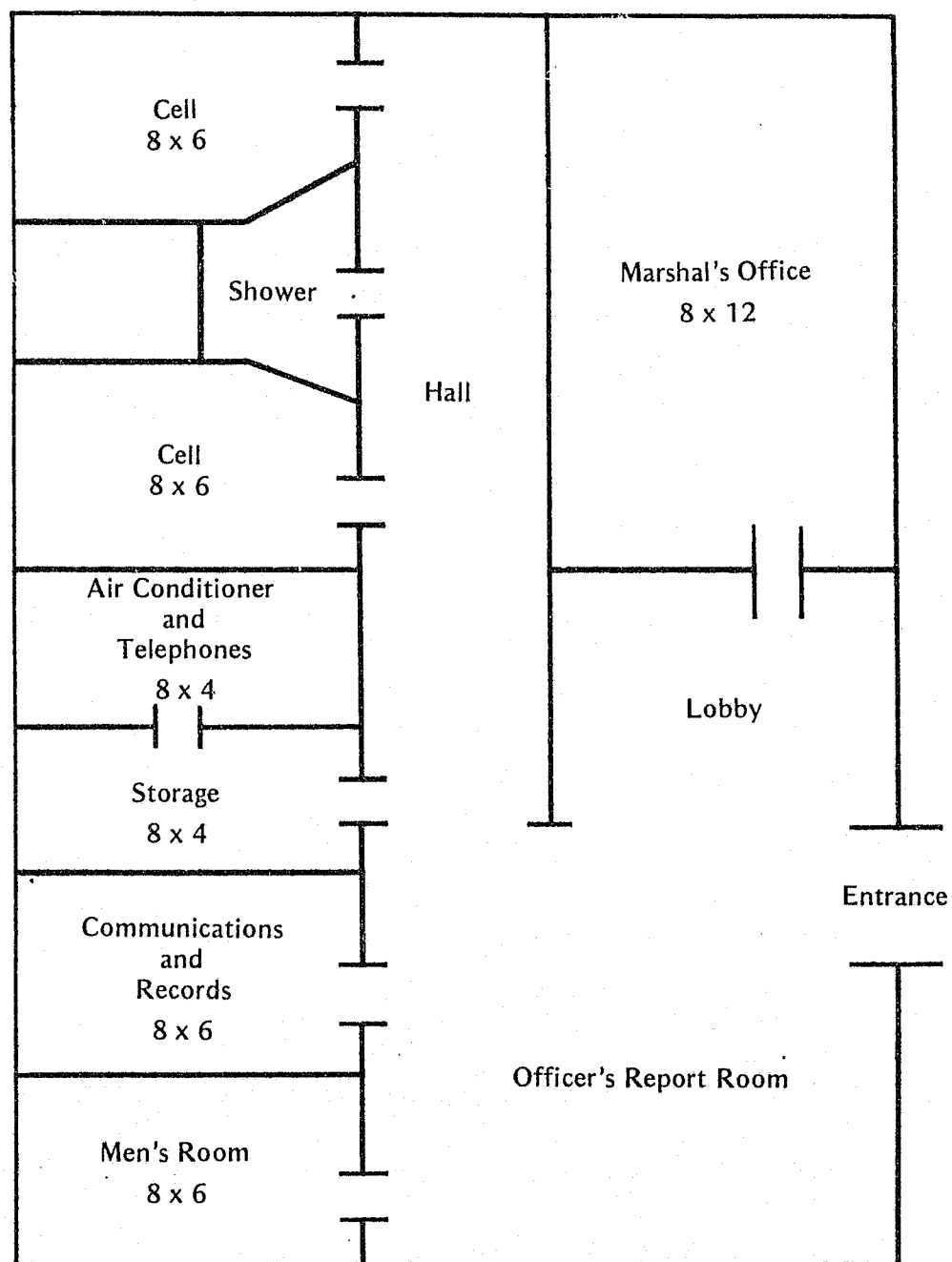
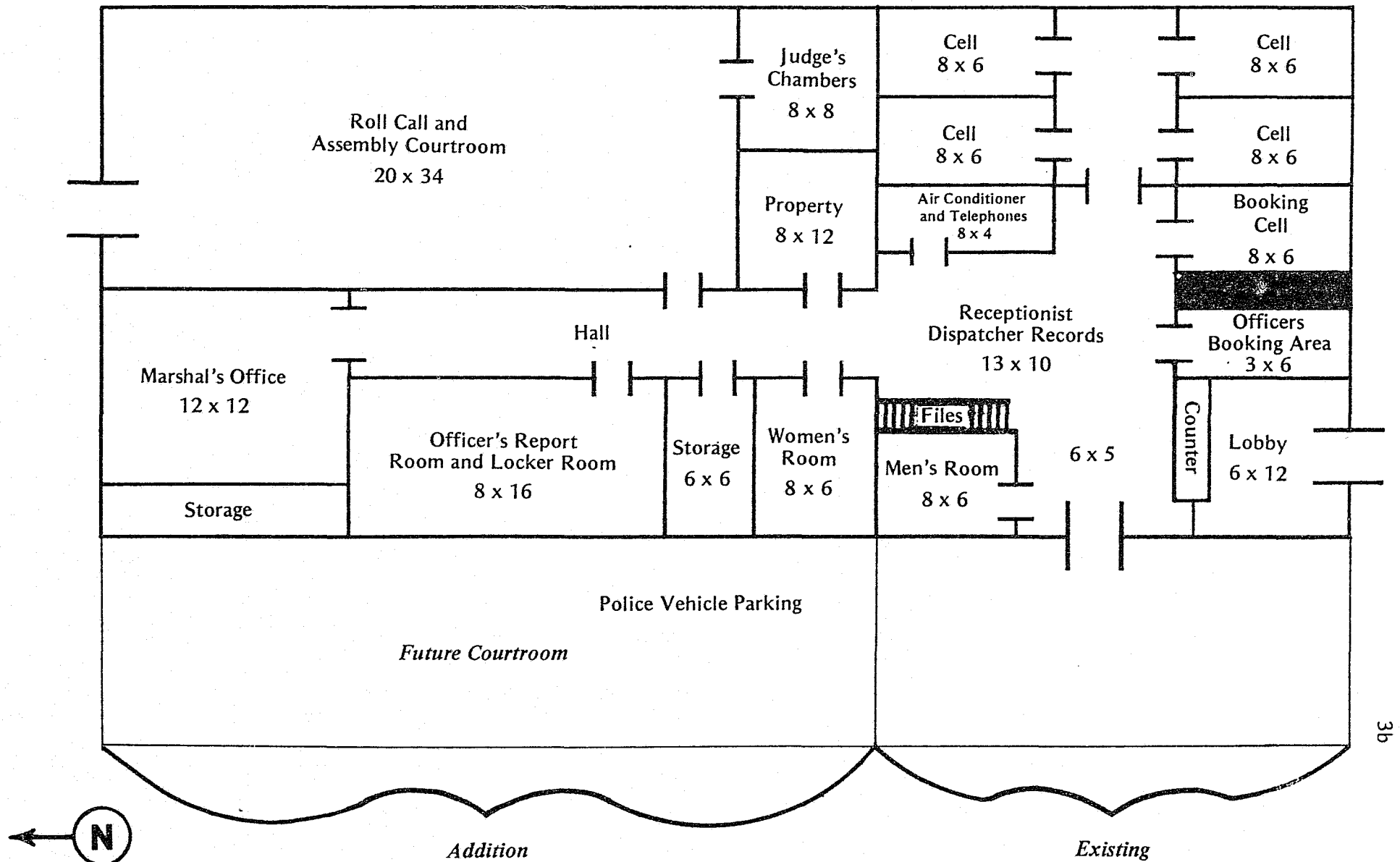


Diagram II
PROPOSED EXTENSION MODIFICATION
TO THE POLICE FACILITY
HIDALGO, TEXAS



6. **Car Screens.** Car screens separating the driver from prisoners transported in the rear seat provide one extremely practical method of improving officer safety for one-man transportation.
7. **Training Aids.** It is recommended that the department develop and maintain an in-service training program based on the "Training Keys" and the "Sight/Sound" programs available from the International Association of Chiefs of Police (Eleven Firstfield Road, Gaithersburg, Maryland 20760). The "Training Keys" are a semimonthly publication devoted, in the main, to material suitable for roll call training. This material covers subjects of practical police work and includes a discussion guide and question section appropriate for use by an instructor or discussion leader. The "Sight/Sound" program is designed to supplement the Training Keys series and consists of five volumes (12 programs to the volume), using 35 mm. slides or filmstrips of color photographs and drawings, coordinated as to narrative, sound, and music effect. Together, these training aids make an extremely effective and practical training program.

RECORDS SYSTEM

The Hidalgo Marshal's Office must immediately implement and maintain a basic records-keeping system. It should also accurately report crime statistics to the Uniform Crime Reporting system. The *Uniform Crime Reporting Manual* and forms can be obtained by writing directly to the Federal Bureau of Investigation. In addition, the following system can aid the department in establishing a basic records system. Sample reports have been shipped to the Marshal under separate cover.

Dispatching. The selection and preparation of the proper personnel as dispatchers are the first important steps which must be taken in organizing effective communications and records. These activities are vital to the success of the field operations. It is important that particular attention is paid to hiring articulate people who are both skilled in records-keeping processes and who thoroughly understand the local community.

Each of these people should be given training prior to assuming their responsibilities. They need to be thoroughly indoctrinated with the knowledge that the entire department will be judged by the way they answer the radio and telephone. They should be willing to exert every effort to satisfy the needs of citizens requesting service, assistance, or information.

The training should be developed around the following considerations:

1. **General Public Assistance and Information Services.** People who are working in communications and records will man the information desk, department telephones, and base radio station. They should be prepared to assist both the public and government agents by answering questions about the police and the City of Hidalgo, providing aid, accepting complaints and initiating action for their solution, and processing any case requiring a police report. If they cannot help a person, they should feel an obligation to ensure that the person will be referred to a place where he will receive assistance.
2. **Initiation of Records.** The training will have to prepare these people to initiate the records for which they are responsible.
3. **Distribution and Filing.** They must be able to sort and match complaint cards with case reports and related papers. They must make entries on the case log, and they must know how to initiate and file index cards. They must be able to register and file warrants. In addition, they must be so thoroughly familiar with the records system that they can assist others with records problems.

4. ***Providing Office Services.*** They must be able to provide typing services to other departmental personnel, duplicate reports, proofread reports, prepare charts and graphs, and efficiently index, file, and retrieve information.
5. ***Preparation of Summary Reports.*** They must be prepared to tabulate and record all activity information necessary on the: (a) Departmental Information Bulletin, (b) Department Activity Summary, and (c) the Uniform Crime Reports. They will have to be able to maintain other activity summaries such as accident and crime location maps and special administrative summaries. In addition, they will have to prepare special administrative documents when directed by their supervisor.

All of the preceding will be under the direction of the Supervisor of Management Services, but he can only provide general direction. The assigned officer's ability to proceed on his own will determine the effectiveness of the communications and records section.

Files. A number of new files will be required in the new system. It is not possible to spell out every file which will be needed, but the essential ones can be itemized.

It is recommended that a Master Name Index, a Case File, a Vehicle File, and a Wanted Persons File be established immediately.

The following is a general overview of the purpose and nature of each of these files.

1. ***Master Name Index.*** This is a 3 x 5 alphabetically arranged card file that will contain a card on each person who has had a significant contact with the police department. One of these cards will be initiated on everyone whose name appears in a police report, who is arrested by the Hidalgo Marshal's Office, or who is wanted by the police. These cards will be maintained permanently; however, the information on the cards will be confidential and limited to those with a need to know, and it will be shown to the individual whose name is on the card upon his request.
2. ***Case File.*** This will be a letter-size, numerical file on incidents handled by the Marshal's Office. The case numbers will be assigned at the time a person requests police action. This number will be recorded on a complaint card and relayed to the assigned field officer at the time of dispatch. The officer will initiate a case report on each assignment, and this will be matched with the complaint card and filed at the end of each shift. All follow-up, evidence, and investigative reports will be filed with the appropriate case in this file. This will give the dispatcher ready access to this information in the event it is requested by either a police officer or a citizen.

3. **Vehicle File.** The vehicle file will be a 3 x 5 index card file that will be maintained by: (a) vehicle license number and (b) type of vehicle. Any vehicle that is towed, stolen, misplaced, or recovered will be immediately recorded in this file. This will give the dispatcher ready access to this information in the event it is requested by either a police officer or a citizen.
4. **Wanted Persons File.** This file will be a 3 x 5 index card file that is arranged in alphabetical order. (The warrants themselves will be filed separately in numerical order.) It will include the names of persons for whom there is outstanding warrants and lost persons or kidnapping reports. As these persons are apprehended or located, the cards will be refiled in a dead file.

Other files may be added as the need is identified.

Control Logs. In order to ensure control over reporting and prevent tampering with records, it will be necessary to establish bound control logs for some records. These logs should be specially prepared bound books with consecutively numbered, nonremovable pages, and consecutively numbered lines for each record.

It is recommended that initially an arrest log, property log, and case log be established and maintained.

1. **Arrest Log.** This book should be established for recording every apprehension, arrest, and citation initiated by the Hidalgo Marshal's Office. Both adult and juvenile traffic and criminal related detentions or citations will be recorded in this book *by the officer* who initiated the action. It should contain the arrestee's name, date of birth, description, address, the charge, the type of action, if and where confined, date of arrest or citation, amount of bond, when released, by whom released, disposition of case, and case report reference number.
2. **Case Log.** All cases will be recorded on this log in order of the case number. This is a control sheet to prevent losing information on cases. It should include: (a) the case number, (b) name of complainant, (c) date of incident, (d) location of incident, (e) type of incident, (f) value of property involved, (g) who handled the case, and (h) the disposition.
3. **Property Log.** All evidence or property received by the Hidalgo Marshal's Office should be given an identification number and recorded in this book.

The need for other logs may be detected as the communications and records activities begin to progress. However, the basic legal and administrative functions can be met by these three volumes.

Forms. In order to accumulate sufficient information to facilitate and justify rational decisions concerning the operation and administration of the police department, it is necessary to have collection documents. An evaluation of what, how many, and what type of collection forms are needed must compare the value of the time spent in initiating and processing the form with the potential payoff. It is important to keep the number to a minimum while at the same time providing sufficient forms to collect the information needed for sound decisions.

It is likely that the implementation of the needed forms will be met with resistance from the employees of the department. Report preparation entails additional work. Prepared reports are inherently control devices. Report preparation is generally viewed as time consuming, busy work by people who do not have a broad, long-range perspective; therefore, the following recommendations are likely to be the most controversial among the police employees. However, the following recommendations are based on practices that are already going on in the most efficient police departments in the country, and competent police administrators feel that such reports are crucial to an effective police operation.

It is recommended that the following reporting forms be adopted for use by the Hidalgo Marshal's Office: (1) Officer's Daily Report, (2) Complaint Card, (3) Incident Report, (4) Accident Report, (5) Supplementary Report, and (6) Property or Evidence Report. Reports not contained in the Appendix have been mailed under separate cover.

1. **Daily Activity Report.** This activity log will provide a running account of the activities performed by each officer on the department. The activity log should accurately reflect all activities, dispatches, and related case numbers of each officer during his tour of duty. Each officer will be expected to record accurately times and locations of dispatches and incidents, services rendered, buildings and areas checked, case numbers used, and other descriptions of his work day. Each officer and his supervisor should be held responsible for the accuracy and completeness of this report.

In addition, this report contains information concerning the hours officers work, the vehicles used, the mileage driven, and miscellaneous comments. Along with maintaining his own activity log, supervisors will be responsible for collecting and compiling the logs of all their subordinates at the end of each shift. Supervisors will:

- a. Check the accuracy of their subordinates' activity logs.
- b. Total and summarize the activities of their entire unit for the entire work period.

- c. Insure that all the activity logs from his unit are compiled with all other reports and provided to the records section for further processing.
2. **Complaint Card.** This form is to be initiated by the dispatcher. It is the initial control document which ties the entire case reporting system together. Complaint cards are prenumbered, and they are filled out by the dispatcher prior to providing the request for police service or a complaint to a police officer. The card should be time-stamped (requires installation of an automatic time-stamping machine) at the time the request is received, at the time of dispatch, at the time the assigned officer arrives on the scene, and at the time the officer finishes the assignment. The dispatcher will notify the officer assigned of the case number at the time he broadcasts the assignment. All of the reports initiated by the officers will bear the appropriate case number. When an officer initiates action on his own, he will notify the dispatcher, who will initiate a complaint card and assign a case number.

The Complaint Card will be the first document in every case folder. It provides the numbering system for the case file. At the end of each shift, the dispatcher will match the complaint cards with the incident reports to ensure that every situation has a report on file.

3. **Complaint Report.** The form should be such that the police officer can print on it in black ballpoint pen following each dispatch or self-initiated police action. The report will be used for crimes against persons, crimes against property, missing persons, physical arrests, and miscellaneous activities. Its construction makes its use self-explanatory.
4. **Accident Report.** The Motor Vehicle Accident Report should be processed in the same manner as other types of incident reports. It should be assigned an appropriate case number and included in the case file. Any requirements of distribution of a copy to the Registrar of Motor Vehicles should be met.
5. **Supplementary Report.** The Supplementary Report should be used when there is a need to include material for which the Incident Report or Accident Report forms do not have space, or in the event additional information is developed on a case. It should also be used to document the clearance of a case when this occurs after the original forms are filed. The Supplementary Report should have the same case number as the original case.

6. **Property or Evidence Tag.** A form should be used for recording evidence, found property, property taken from the prisoners, or any property or evidence that comes into the hands of police officers. *This property must be stored in the property room.* No officer or supervisor is authorized to maintain custody of property or evidence that he has received. Each item should be reported, tagged, and filed in the storage area. The Property or Evidence Report is recorded in the Property Log and filed with the Case Reports to which it is related.

These reports will provide the basic information needed for the effective operation of the Marshal's Office. However, they should be continually evaluated and modified to meet the needs of Hidalgo. Modifications or additional forms can be added as the needs are identified.

General Reporting Instructions. In order to ensure efficient and complete reporting of all police activities, the following rules will apply to all field reporting:

1. There will be a written report for every assigned case number. Although an officer may not be able to obtain extensive information related to a case, if a case number has been assigned, an Incident or Accident Report will be initiated. Words such as "no report" are not sufficient. At least an explanation of why no report is necessary must be prepared.
2. The appropriate case number will be recorded on each report.
3. Each report will be legibly written, either printed or in longhand, with a ballpoint pen in black ink or typed using black ribbon.
4. Each item on the report shall be completed by using one of the four types of entries indicated below:
 - a. Specific answers when the proper information has been obtained.
 - b. Use the abbreviation "UNK" when the reporting officer is unable to obtain the required information.
 - c. Use the abbreviation "NA" when an item does not apply to the investigation.
 - d. When there is insufficient space, write "See Remarks."

5. The proper designation of the complainant or victim, persons involved, and property on the left side of the Incident Report will be circled.
6. Additional reports or forms related to the case will be noted on the Incident Report.
7. The box marked "Related" on the Incident Report will be used to record other case numbers of reports or cases that are related to the Incident Report.

Processing Procedures. The records reporting and processing procedures should be designed to provide complete and accurate records of all police activities, increase the efficiency of the records processing, and ensure that all requests for police service receive prompt and sustained police attention until it appears that continued efforts are without merit. The following procedure is recommended for reporting and processing case records.

Activity 1: Decision to Initiate Police Action. This decision can be made by (1) a dispatcher after receiving information from someone who contacts the department in person or by telephone or (2) a field officer who observes a situation which he deems as justifying his intervention.

If the decision to initiate action is made by the dispatcher, he will: (1) initiate a complaint card and (2) time-stamp the complaint card with the time the information was received.

A field officer who initiates action will: (1) notify the dispatcher of the decision and (2) provide the dispatcher with as much information as possible for completing the dispatch card.

A complaint card must be used by the dispatcher in every instance where a decision is made to initiate police action.

Activity 2: Assignment of a Case Number to a Police Action. The dispatcher is responsible for: (1) recording the appropriate information on the complaint card; (2) advising the appropriate field officer of the case number for the case; and (3) time-stamping the complaint card at the time of dispatch, officer arrival, and officer in-service.

Activity 3: Initiation of Appropriate Field Reports. The field officer who receives a broadcast directing him to initiate action (or decides on his own to initiate police action) is responsible for: (1) noting his decision on his activity log, (2) recording the case number given him by the dispatcher, (3) initiating an incident report and related reports, and (4) affixing the case number to all reports related to the case.

Activity 4: Field Report Compilation. By the end of his tour of duty, each supervisor will have: (1) collected all the reports initiated by his subordinates, (2) reviewed the reports to ensure their adequacy, (3) circled all indexing data with red lines, (4) compiled his own and his subordinates' reports in chronological case number order, and (5) relayed the compiled reports to the dispatcher on duty.

Activity 5: Report Review. The dispatchers are responsible for: (1) accounting for all case reports by arranging the reports from supervisors in sequential order by case numbers and matching them with complaint cards; (2) checking the classification of all reports; and (3) spot reviewing the substance, mechanics, and grammar of the reports.

Activity 6: Summary Report Preparation. Summaries of data will be prepared by: (1) field officer who will summarize his own activities on his activity log in the "officer" column; (2) the supervisor who will summarize his own activities in the "officer" column and the total for his work force in the "shift" column; and (3) the dispatchers who will prepare the Case Log, Consolidated Daily Reports, Consolidated Monthly Reports, and other uniform crime reports.

Activity 7: Distribution. The dispatcher is responsible for separating the incident and accident reports for further distribution, typed by the dispatcher who will use the index information to prepare the appropriate index cards.

Activity 9: Filing Case and Index Records. The dispatchers have the responsibility for placing the case records into the case files in consecutive numerical order and the index cards in the appropriate file and order so that information can be located when needed.

Activity 10: Inactivating or Closing Cases. Cases can be inactivated or closed by: (1) an officer who initiates an arrest, (2) an officer who determines a case is unfounded, (3) an officer who makes an exceptional clearance, or (4) a follow-up officer who has exhausted all reasonable measures in investigating the case. Supplementary report forms are used to close cases.

Activity 11: Retrieval and Release of Records. The dispatchers will be responsible for: (1) retrieving records from the files, (2) reproducing copies of retrieved records for release to people who legitimately need them, and (3) ensuring that the original copies are returned to the case files.

Summary Reports. The dispatcher should be responsible for preparing all summary reports for the department. The most basic summary report should be the Consolidated Daily Report.

Consolidated Daily Report. It is recommended that the Marshal's Office secure and utilize a Consolidated Daily Report form that would reflect an accurate picture of the police activities.

This report should be divided into at least the following six areas:

1. **Personnel.** This area should contain information related to the number of people who are working on each shift. The information for this report will be obtained from activity reports, department schedules, and case reports.
2. **Number of Offenses Known to Police.** This portion of the report should contain information related to the crimes that come to the attention of the department, whether these crimes are reported to, or discovered by, the police. The currently used crime activity reports reflect the information needed in this area.

The information for this section is obtained from the Incident Register and previous Consolidated Daily Reports.

3. ***Persons Arrested.*** This section contains information about the number of persons arrested or cited for Part I and Part II offenses. This information is also currently on the Crime Activity Reports.

The information for this section will be obtained in the Incident Register, Arrest Docket Book, and the Citations issued.

4. ***Allocation of Time.*** This information should summarize the time devoted to the patrol and investigative activities for the preceding day.

The information for this section will be obtained by totalling the shift summaries made by the three shift commanders and entering these shift commanders and entering these totals in the appropriate space, and by copying the investigator's summary in the spaces designated for it.

5. ***Productivity.*** This should reflect a summary of the total number of activities carried out by the patrol and investigative activities.

The totals for this section can be tabulated from the summaries made by the commanders, which will be entered under the "shift" column of their Daily Activity Reports.

6. ***Vehicle Status.*** This should contain information concerning the vehicles available for patrol and operations during the previous 24 hours and the amount of mileage driven.

This information is to be obtained from the Activity Summaries.

Office Processing and Filing. The dispatchers should have the responsibility of compiling a Consolidated Daily Report before 9:00 a.m. each morning and distributing copies to all supervisors. One copy of the report should be maintained in a chronological file by the records section.

In addition, copies of the Complaint Log should be distributed to all of the places that are currently receiving copies of all incident reports. This will keep them informed about the specific activities of the organization.

In extracting the summary data and filing reports, the dispatchers should follow the following procedures:

1. Separate the officers' Activity Logs from the Case Reports.
2. Record all cases in chronological order by case number on the Incident Register.
 - a. Under "Incident and Classification," record the Uniform Crime Classification for each report—or describe the incident or situation if no classification exists.
 - b. Under "Circumstances," state the time and place of the situation or incident, the type and value of the property damaged or stolen, and other details of the incident or offense.
 - c. Complete the other sections of the Register with as brief and accurate information as possible.
3. Forward the case report copies to the appropriate locations.
4. Tabulate the summary information from the Field Supervisors' Activity Logs.
5. File the Activity Reports.
6. Tabulate the Consolidated Daily Reports.
7. Forward the second copy of Incident and Supplementary Reports (when appropriate) to the squad room and Marshal's Office.
8. Prepare master name and cross-index cards on names and data that appear in the reports and records. A master name index card should be initiated on every victim, suspect, complainant, driver, or injured person, listed on Accident and Incident Reports.
9. Arrange and file the cases in numerical order by case numbers.

Other Summary Reports. In addition to the Consolidated Daily Report and the Incident Register which the dispatchers should prepare and distribute daily, consideration should be given to preparing a number of other summary reports. Among these are the following:

Consolidated Monthly Report. The Consolidated Monthly Report is a form (8-79: REV 11/3/64) provided by the Federal Bureau of Investigation. It will be completed each month by tabulating the data necessary from the Consolidated Daily Reports and figuring the necessary percentages. Copies of this report will be distributed to the same persons who receive the Consolidated Daily Report.

Monthly Uniform Crime Reports. Each month two summary reports related to offenses known to the police should be completed and forwarded to the FBI. These reports are designated as Return A and Supplement to Return A.

The information for Return A will be copied from the Consolidated Monthly Report mentioned above.

The information for the Supplement to Return A will be compiled from the Register of Offenses Known Complaint Book.

Consolidated Monthly Report Traffic Summary. The Consolidated Monthly Report Traffic Summary will be prepared each month from information contained on the Incident Register. Copies of this report will be distributed to the same persons who receive the Consolidated Daily Report.

Retrieval. The dispatchers have sole responsibility for ensuring that records that have been processed are controlled. Any retrieval of information from their files will be their responsibility. No case or record will be removed except by a dispatcher and without a written record concerning who took it, for what purpose, and at what time.

Property and Evidence Control

Proper management of found, recovered, or seized property is one of the most critical responsibilities of a law enforcement agency. Any suspicion or accusation of mismanagement is extremely costly to professional standing, as well as to good community relations, and must be avoided. A systematic procedure is necessary to ensure absolute control and observance of legal requirements for disposal of evidence and property.

The definition of property as used in this section is meant to include:

1. Evidence
2. Recovered property
3. Found property

A deputy marshal should be designated property officer for the Hidalgo Marshal's Office. This person should normally be available during the day shift for convenience of distribution of the property to its owners, for presentation in court, or other disposition as required by normal police procedure.

All evidence must be marked for possible identification in court. In addition, all evidence or found property must be tagged prior to deposit in evidence lockers. The tags should be prenumbered and available at the booking door so the officer may select the next tag number in chronological order. Location of storage of the property, by identification tag number, should appear in the case report.

Upon depositing the property in the holding locker, a property control form should be initiated. This form should remain as a permanent record at least until all possible court action and potential appeals are final.

The control form should be retained in a suitable binder in the property room to ensure a chain-of-custody on all property.

Upon arrival for duty, the property officer should inspect any property received for correct tagging, and initiate processing for evidence when so indicated.

In order to improve the property management in the Hidalgo Marshal's Office, the following actions should be initiated immediately:

1. Develop and issue written directives covering all aspects of property management, control, and disposal.
2. Adopt a system whereby all incoming property is received, tagged, and stored in one secure location.
3. Design and adopt a Property Control form or log for recording and describing property received.
4. Limit access to the property storage room through key controls and other necessary procedures.
5. Require persons removing property from the property room for *any* reason to sign the Property Control form.
6. Periodically inventory contents of the property room and prepare an inventory report. Recommendations for disposal of property which no longer needs to be retained should be included in the inventory report.
7. Under authorization of state laws, periodically hold public auction of those items which no longer need to be retained and where ownership is unknown, or where other reasons have prevented the return of property to the owner.

Appendix I
SAMPLE REPORTS FOR
THE HIDALGO MARSHAL'S OFFICE

[illegible]

POLICE DEPARTMENT

Date _____ Day _____ Shift _____ Unit _____

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
2400								
0100								
0200								
2300								

ACTIVITY SUMMARY

[illegible]

END

7-11-1961