

INDIVIDUAL TECHNICAL ASSISTANCE REPORT

In Response to a Request for Technical Assistance

By the

Clarksburg, West Virginia, Police Department

February 23, 1973

NCJRS

NOV 30 1976

ACQUISITIONS

Prepared by:

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

(Per Contract J-LEAA-015-72)

37850

I. PRELIMINARY INFORMATION

A. Consultant Assigned:

Patrick T. Maher
Staff Associate
Public Administration Service

B. Date Assignment Received:

February 8, 1973

C. Date of Contact with LEAA Regional Coordinator:

February 9, 1973

D. Dates of On-Site Consultation:

February 12-14, 1973

E. Individuals Contacted:

Sam J. Paletta
Chief of Police

Frank Paletta
Lieutenant

Joe M. Fuscaldo
Sergeant

Lanny Lake
Patrolman

Richard Barton
City Manager

II. STATEMENT OF THE PROBLEM

A. **Problem as per Request for Technical Assistance:**

Conduct a limited organization and management survey of the Clarksburg, West Virginia, Police Department to identify ways of accomplishing better training and deployment of manpower.

B. **Problem Actually Observed:**

As stated.

III. FACTS BEARING ON THE PROBLEM

The City of Clarksburg serves as the county seat of Harrison County and as the hub for most retail business in the county, thereby serving a population of 100,000 in addition to the resident population of 24,864. The City contains all utilities serving the county, as well as most of the banks, doctors, and retail outlets.

The Police Department consists of 38 sworn personnel and has vacancies for 2 patrolmen. The Chief also supervises three metermaids assigned to parking enforcement and two secretaries who maintain police records.

The Department has four lieutenants in the Patrol Division, a lieutenant in the Detective and Narcotic Division, a lieutenant in the School Crossing Guards and Safety Patrol Unit, and a lieutenant in the Community Relations detail. Each lieutenant functions as the commander of his respective detail and reports directly to the Chief. The patrol lieutenant serves as the watch commander for his shift. He is responsible for all scheduling, and assumes responsibility for crime scene investigation of all serious crimes and accidents.

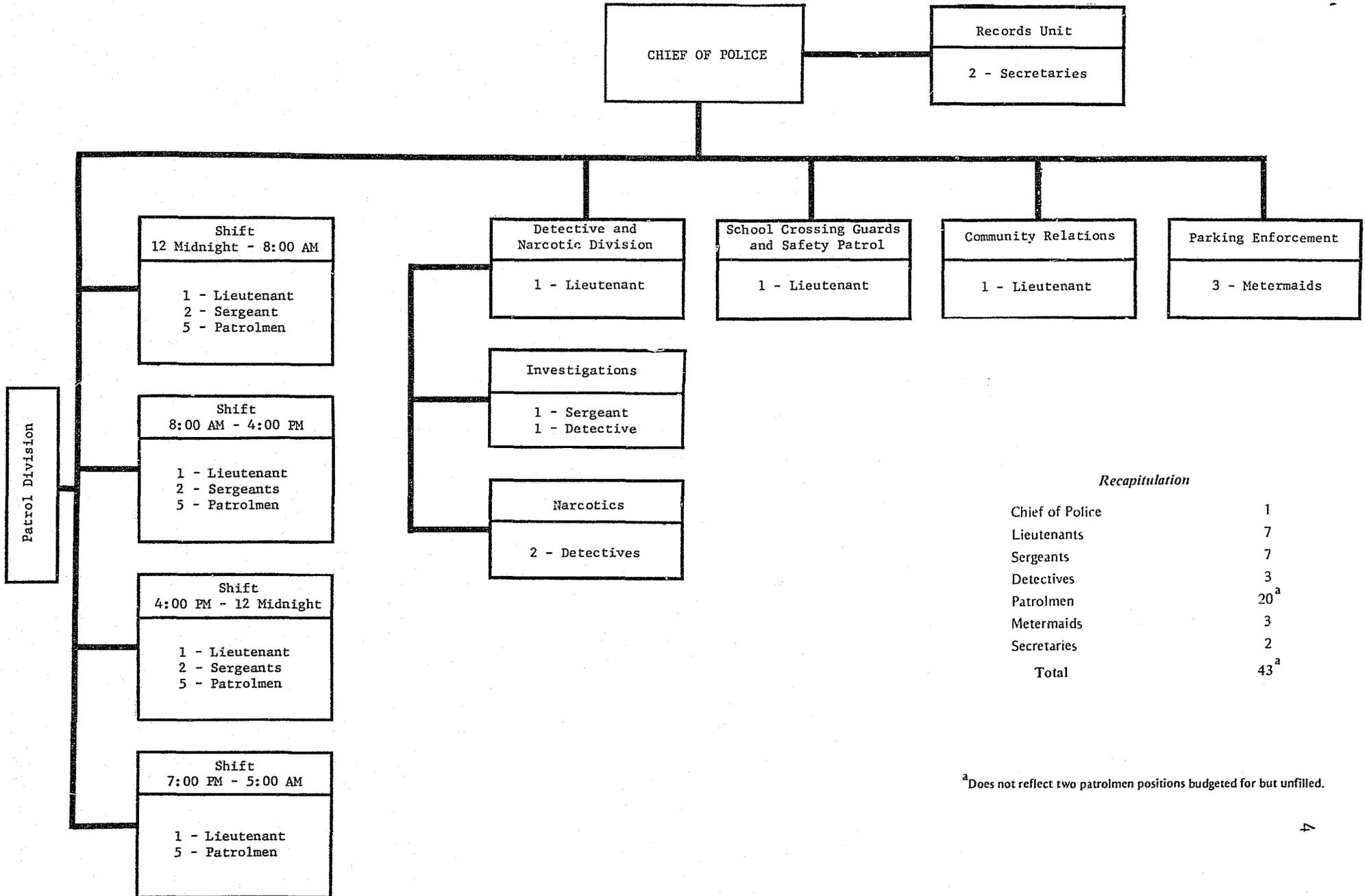
One sergeant functions as the desk sergeant and dispatcher and receives and assigns all calls-for-service. The remaining sergeant functions as the field supervisor and is assigned a patrolman as a partner.

Two patrolmen are assigned to foot patrol in the downtown business area. Other patrolmen work as motorized beat men. A 7:00 p.m.—5:00 a.m. shift functions as a Special Crime Action Team (SCAT) with the primary duty of deterring crime by saturating the area during peak service times. The Clarksburg Police Department has nine patrolmen, or 36 percent of its patrol force, with less than one year of service. All of these men have completed the 10-week preservice academy conducted by the West Virginia State Police. They are, however, deficient in the experience and additional in-service training that produces a qualified, competent officer.

The organization and allocation of personnel is depicted in Chart I, Existing Organization and Allocation of Personnel.

Chart I

EXISTING ORGANIZATION AND ALLOCATION OF PERSONNEL
CLARKSBURG, WEST VIRGINIA, POLICE DEPARTMENT



Recapitulation

Chief of Police	1
Lieutenants	7
Sergeants	7
Detectives	3
Patrolmen	20 ^a
Metermaids	3
Secretaries	2
Total	43^a

^aDoes not reflect two patrolmen positions budgeted for but unfilled.

The current Chief of Police has been in that position for only about a year. He has, however, come up through the ranks of the Clarksburg Police Department and is familiar with the Department and the community. Since assuming the position of Chief, he has implemented a number of improvements. The Department now participates in the Uniform Crime Reports, has implemented an in-service training program consisting of 1,080 hours of instruction (see Table 1), maintains a narcotics detail, has transferred the custody function to the Sheriff's Department, and has improved its reporting. The Chief is attempting to initiate additional training programs, upgrade the current facilities, and generally improve the overall operations of the Department.

The Chief, in attempting to upgrade in-service training, has encouraged nearby Salem College to implement Police Science classes. The college is presently designing a program that will be submitted to the Chief for his comments and approval. A college incentive program, in cooperation with the federal government, is available that will permit an officer to receive \$2 of additional pay monthly for each semester hour of college credit earned. The city and federal government contributes equally to this additional income.

The working relationship between the City Manager and the Chief appears to be more than adequate. They have open channels of communications and mutual trust and confidence. The City Manager is cognizant of the needs of the Police Department and strives to meet them. In summary, the administration of the Department may be considered as outstanding and enlightened.

Attempts have been made to have personnel attend seminars on their off-duty time, but this has been unsuccessful. Efforts include offers to compensate personnel at the rate of time-and-one-half for time spent. The major stumbling block appears to be the fact that virtually all officers have taken outside jobs to supplement their incomes, and they can make more money at their secondary jobs than at their primary occupation of policeman. Salaries do appear to be lower for Clarksburg than for neighboring communities of similar size or for the State Police working the Clarksburg area (Table 2, Comparison of Police Salaries in Harrison County).

By state law, a Police Commission functions as a regulatory agency over the Department. The Clarksburg Police Commission is composed of three commissioners: one is appointed by the Mayor; one is appointed by the Chamber of Commerce; and one is appointed by the Fraternal Order of Police. Each appointment is for a four-year term. A quorum must be present to conduct commission business, and a quorum is required at all testing conducted for promotion and hiring. The Commission does not regularly schedule meetings. All business is conducted at special meetings called randomly and held whenever two or three commissioners can find a mutually agreeable time to conduct business.

Table 1
IN-SERVICE TRAINING PROGRAM

	<i>Hours</i>
Accident Investigation	50
Criminal Investigation	50
Criminal Evidence	50
Criminal Laws	50
Firearms	35
Laboratory Aids	35
Laws of Arrest, Search, and Seizure	20
Motor Vehicle Laws	25
Narcotics	80
Officer in Court	20
Police Ethics	40
Traffic Law Enforcements	80
Public Relations	40
Communications Incidents and Patterns	80
Riot Control	120
First Aid	80
Cruiser Patrol	120
Judo	25
Foot Patrol	80
Total	1,080

Table 2
 COMPARISON OF POLICE SALARIES
 IN
 HARRISON COUNTY, WEST VIRGINIA

	<i>Chief</i>		<i>Captain</i>		<i>Lieutenant</i>		<i>Sergeant</i>		<i>Detective</i>		<i>Patrolman</i>	
	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>
Clarksburg	\$8,928	\$10,000	—	—		\$6,768		\$6,444		\$6,120	\$5,000	\$6,120
Fairmont	8,000	8,537	—	—		7,194	\$6,885	7,125	6,981	7,194	6,339	6,945
Morgantown		9,708	—	—		7,680		7,840	—	—	6,288	6,960
State Police		16,000	\$9,840	\$11,640	\$9,288	11,088	8,400	10,200	—	—	7,176	9,564

Source: A Survey of 1972 Salaries and Working Conditions of the Police Departments in the United States, conducted by the Fraternal Order of Police, March, 1972.

The existing entrance and promotional examinations are prepared by a local high school teacher and are essentially college entrance examinations. Promotional examinations consist of few, if any, questions pertaining to supervision, management, or police work.

The existing report filing and indexing system is composed of several files and indexes. Cases are assigned a sequential case file number by month, starting at "1" each month. Complaint reports are filed sequentially in folders by month. Consequently, file number "1" will appear 12 times in a year, and 36 times in three years, necessitating knowledge of the month and year of the report.

An alphabetical case file is maintained by the suspect's name and year that the crime was committed. The file contains reports concerning the case, investigation, and disposition of cases tried and closed.

The index of complaints is filed alphabetically by victim, in two-year blocks. The current complaint index is composed of three different indexes for the years 1969-1974.

The arrest index is alphabetical by name of suspect and includes criminal charges as well as traffic violations. The information on the arrest index contains the date of arrest, court docket number, charge, name of arresting officers, and the case disposition.

Juvenile records are filed separately, but the same system is used. One copy of all complaint and supplemental reports is forwarded to the Chief. He maintains a record of the reports in his office for up to five years and uses the reports to keep informed of crimes and to answer inquiries from the press.

Master files and indexes are maintained in the Detective Division and are generally not available to personnel when detectives are off duty.

IV. DISCUSSION OF POSSIBLE COURSES OF ACTION

The current distribution of manpower can be improved, but the lack of accurate data upon which to base any modification of the allocation of personnel only permits an interim system until the Department implements a reporting system that will permit the acquisition of required data.

The records system should be modified so that it conforms to the basic requirements of simplicity, uniformity, and consolidation. The Clarksburg Police Department should have a total overhaul of its records system so that it not only meets the above requirements, but also provides additional management information.

Ideally, the Police Commission should be eliminated, as "they are considered an anachronism in modern administration. . . ."¹ Unless and until the Clarksburg Police Commission can be eliminated, it should be more functional. Quarterly meetings should be mandated so that all citizens have the opportunity to address the Commission, with special meetings to conduct urgent business called when necessary.

The Department must place its needs above those of outside interests of personnel. Training should be mandatory and extra jobs should not be permitted to interfere with it, or other duties.

Because Clarksburg does appear to pay its police personnel lower than surrounding communities of similar size, a salary and position study should be conducted to place Clarksburg pay ranges in proper perspective. This should then alleviate the need for officers to depend on outside employment for support. Outside employment should also be regulated, not only to insure that a policeman's position is not compromised, but also to insure that the current conflicts of jobs are eliminated.

The testing procedure for both entrance and promotional examinations should be modified. Examinations should be designed and administered by qualified personnel examiners. A number of private and public agencies can provide this service, or other police agencies may have examinations that they will make available to Clarksburg.

The present organizational structure should be modified in order to shorten the span of control of the Chief. He currently has seven subordinates (17 percent of the Department) reporting directly to him. Consideration should also be given to a staff unit that can provide staff support for the Chief, permitting him to function in an executive rather than an administrative capacity.

¹ John P. Kenney, *Police Administration* (Springfield, Illinois: Charles C. Thomas, 1972), p. 19.

V. RECOMMENDED COURSES OF ACTION

Clarksburg should have a salary and position study and a police records study conducted. These two areas appear to be the most critical, but the length of time required to complete them exceeds the time allotted to this technical assistance.

Clarksburg should reorganize the Department so that utilization of personnel resources is maximized, and the Chief's span of control is narrowed.

There needs to be identification of a specific staff function of training and planning, as well as continuing the community relations program. The need for these functions in law enforcement is now axiomatic and hardly will not be dwelled upon. While the Chief has done much in these areas, he cannot be burdened with the details of implementing programs if he is to continue to function effectively as the Chief Administrative Officer. A specific recommendation, therefore, is the creation of a Staff Advisory Unit directly responsible to the Chief and charged with the functions of community relations, planning (including internal inspections), and training. Because these functions overlap and are mutually supporting, they can best be performed by a single unit staffed by a lieutenant, a patrolman, and a secretary. A lieutenant is required to provide the needed authority for the unit to cross organizational lines in both the planning function and in implementing policies and directives and to make major policy decisions affecting departmental operations. A patrolman is required to perform the basic research necessary to develop such programs and to lend the expertise gained from police experience. This individual, however, should have an ability to express himself well both orally and in writing, have research abilities, be inclined towards research work, and either have a college degree or be attending college. A unit of this type, if properly functioning, will produce sufficient output to occupy a secretary.

The unit must be directly responsible to the Chief so that its effectiveness is not impaired by organizational rivalry, and that it is clear that the unit is acting directly on behalf of the Chief and with his full authority.

The Patrol Division needs a complete revision in operations and allocation of personnel. Supervisors are functioning more in the line position than in their supervisory position. Lieutenants should be given additional administrative responsibilities. They should be responsible for identifying specific police problems, training needs and policies, and implementing them. They should be held responsible for identifying staffing needs and, complete with supporting data, submit to the Chief's recommendations that will meet these needs. Lieutenants should also be responsible for investigating any complaints of police misconduct or use of force and submitting a written report to the Chief with findings, conclusions, and recommendations.

The sergeant assigned as dispatcher is not having his supervisory position fully utilized. Most police departments staff this position with a patrolman and many utilize civilians without any loss of efficiency. The sergeant can then be assigned more responsible duties.

The current practice of placing a patrolman with a field sergeant impairs the efficiency of both. If the field sergeant is functioning as a supervisor, then the patrolman is nothing more than a passenger, or, at best, a highly paid chauffeur; if the patrolman is performing patrol duties, then the sergeant is restricted to performing as a patrolman. The two positions must be separated if their respective functions are to be maximized.

If the above recommendations for modifying the duties of patrol sergeant are made, then one sergeant per shift is sufficient. A sergeant's duties should consist of the following:

- Performing roll call, inspection, and training.
- Approving all reports for content and structure.
- Reviewing and approving arrests of all juveniles and of all adults arrested for major crimes.
- Reviewing and approving all arrests by patrolmen with less than one year of patrol experience.
- Performing on-the-scene supervision for major crimes.

The patrol sergeant, in order to properly perform his duties, should not be assigned a partner. He should be free to spend time in the field, in the station, and on calls with his subordinates. He should not, except in emergency cases, be assigned as a primary back-up car, although he can still elect to respond to any given call. For the time being, however, the sergeant should continue to ride with a patrolman when only one patrolman is available for duty in the cruiser. Otherwise, five additional patrolmen are required to place the sergeant alone for 24 hours daily.

The City should, for the time being, maintain its policy of two-man cars and keep the two-foot patrolmen. Once management data on police activities are available, however (a full one-year base, not a projection, should be used), the Department should carefully evaluate alternate deployment practices, such as some one-man cars and reduction or modification of the foot beats. In no event should the number of foot beats be extended.

The SCAT concept as a crime deterrent is valid, but it can operate as effectively under the shift lieutenant as it can under the additional lieutenant now assigned to that function. If the shift lieutenants assume the duty of evaluating patrol staffing needs, then they can more effectively assign saturation patrol by making it flexible enough to meet demands.

Table 3, Distribution of Calls-For-Service by Shift and Day, indicates the relative distribution of calls-for-service, reflecting somewhat the level of police activity. Other services, initiated by the officer, are not reflected and such information is not currently available. Table 4, Present Distribution of Patrol Personnel, reflects patrol distribution by day of week and by hourly blocks reflecting changes influenced by shift. On a daily basis, deployment is relatively stable, but activity rises sharply on Thursday and continues to do so through Saturday. By Saturday, service has increased 40 percent over the average for Sunday through Wednesday. The same distribution ratio of manpower and calls-for-service is reflected on an hourly basis. The deployment average is relatively stable between 1900 hours and 0500 hours, and then drops sharply between 0500 hours and 1900 hours. Service requests, however, rise drastically between 0700 hours and 1900 hours, and then decline sharply until 0700 hours.

Based upon available data, the current deployment of personnel should be maintained with the following exceptions:

- Replace the 7:00 p.m.—5:00 a.m. (SCAT) lieutenant position with that of a patrolman and schedule one SCAT car from 1400 hours to 2400 hours on Wednesday—Saturday.
- Fill all dispatching positions with patrolmen.
- Schedule the remaining SCAT cars from 1800 hours to 0400 hours and make them responsible to the shift lieutenant with administrative responsibility (schedules, evaluations, etc.) instead of the Shift III lieutenant.

The above allocation of personnel will require an additional patrolman, reduction of one sergeant's position, and the use of four lieutenants currently assigned to patrol.

The shifts in the Patrol Division should be coordinated and the patrol function should be cohesive. This can be accomplished by creating a position of patrol captain or assistant chief, or in lieu of that, designating a lieutenant the patrol commander and providing him with authority commensurate to that position. He can also act as the relief lieutenant on the day shift and fill vacancies incurred due to relief and vacations.

Table 3
 DISTRIBUTION OF CALLS-FOR-SERVICE BY SHIFT AND DAY
 CLARKSBURG, WEST VIRGINIA, POLICE DEPARTMENT

<i>Hours</i>	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>	<i>Total</i>
2400	7	2	3	6	4	1	5	28
0100	7	1	1	1	4	3	7	24
0200	6	1	4	2	3	2	9	27
0300	4	2	3	1	1	2	3	16
0400	2	0	2	1	2	1	1	9
0500	2	1	1	1	1	1	2	9
0600	2	1	1	1	1	2	1	9
0700	1	0	2	0	1	1	3	8
0800	4	7	4	3	4	5	3	30
0900	5	2	4	3	5	7	3	29
1000	1	1	3	2	5	9	6	27
1100	2	1	3	2	2	7	6	23
1200	4	1	5	4	4	7	7	32
1300	4	5	5	3	4	8	5	34
1400	2	4	7	6	8	6	6	39
1500	4	9	4	2	6	5	4	34
1600	3	10	9	7	4	7	12	52
1700	1	1	4	9	6	10	8	39
1800	6	5	2	6	3	10	9	41
1900	5	7	7	4	4	5	11	43
2000	12	2	1	2	6	5	13	41
2100	5	4	6	5	5	6	9	40
2200	4	2	3	6	5	9	7	36
2300	3	5	3	3	7	8	4	33
Total	96	74	87	80	95	127	144	703

Source: City of Clarksburg, West Virginia, Desk Complaints, December, 1972 to February, 1973.

Table 4

PRESENT DISTRIBUTION OF PATROL PERSONNEL BY SHIFT
CLARKSBURG, WEST VIRGINIA, POLICE DEPARTMENT

<i>Hours</i>	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>
2400-0500	9	8	9	10	9	9	10
0500-0800	6	6	6	6	5	5	6
0800-1600	6	6	6	6	6	5	5
1600-1900	5	6	6	5	6	6	6
1900-2300	8	8	9	9	10	10	10

The records function should be made the responsibility of the Detective Bureau until such time as a new system is designed, implemented, and staffed.

The lieutenant's position now being utilized to supervise the crossing guards can adequately be filled by a sergeant made responsible to the patrol commander, but the individual presently filling that function should remain there until he retires. This unit, designated the Traffic Services Unit, can also be responsible for the metermaids.

The Clarksburg Police Department needs to focus attention on its juveniles (approximately 25 percent of the population is under 19 years of age). A juvenile specialist position should be created and made responsible for juvenile investigations, establishing rapport with the youth, and crime prevention among juveniles (vandalism, shoplifting, gang activities, etc.).

The proposed organization is reflected in Chart II. The Chief's span of control is sharply narrowed, with only three individuals reporting directly to him. With the aid of his staff support unit, he is now free to develop the Department and remain responsive to changing community needs.

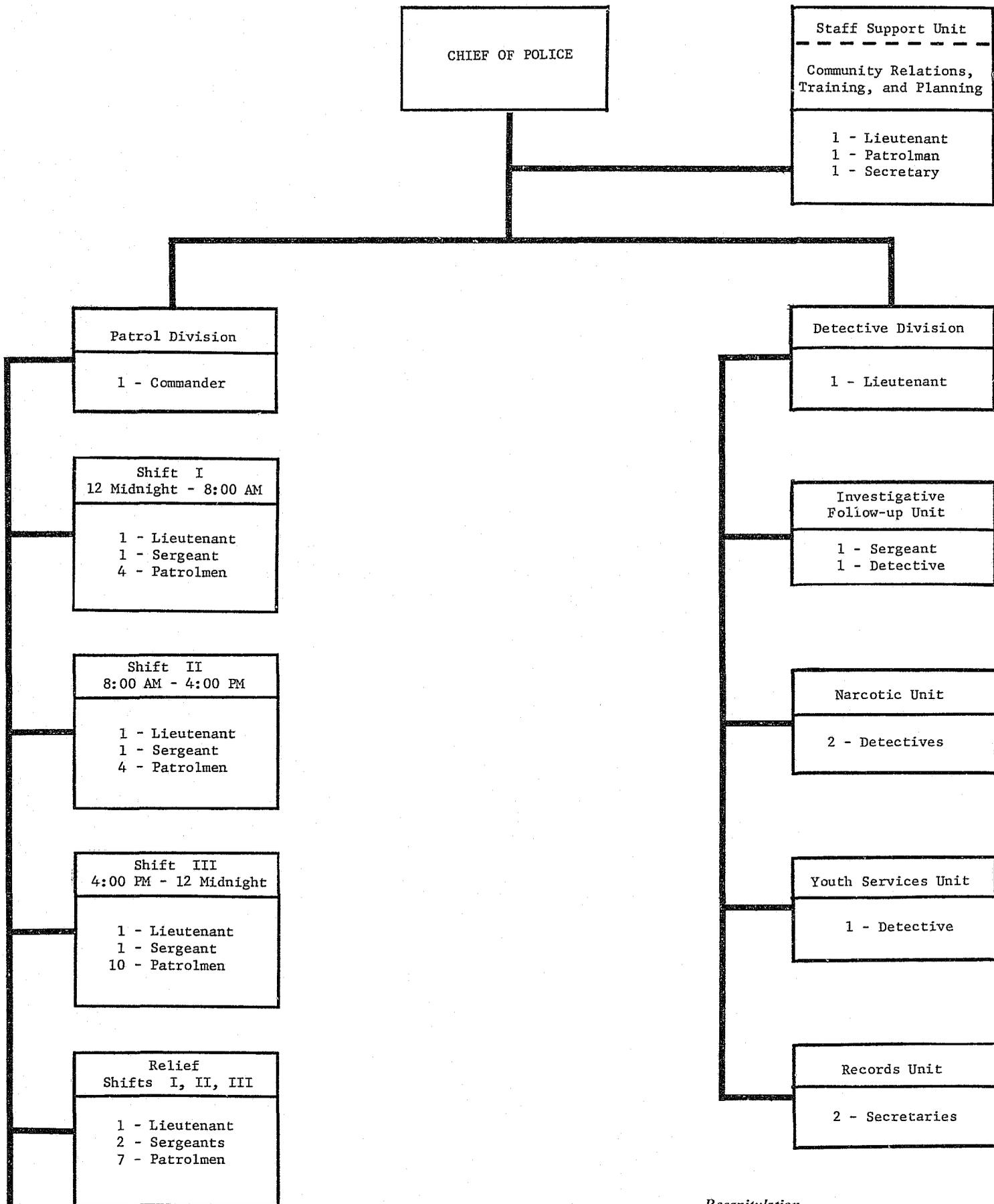
It is strongly recommended that the two existing patrolmen vacancies be filled within the next 30 days if at all possible. As soon as practical, the City should fill the recommended additional four patrolmen, one secretary, and one detective positions.

The Chief should issue a policy covering outside employment so that such employment does not conflict with police duties or ethics. While outside employment should not, at least for the present, be prohibited, it should be critically evaluated. The Whittier, California, Police Department has a research document concerned with this topic, and Clarksburg may be able to obtain a copy. The monograph covers both ethical and practical considerations and suggests policy on outside employment.

The following policy statement embodies most considerations covering outside employment and may be considered by Clarksburg:

"All outside employment is prohibited unless approved by the Chief of Police. Such approvals shall be in response to a written request submitted in duplicate, by the concerned officer. The request for approval of outside employment shall include the name and address of the employer, the name of immediate supervisor, the anticipated hours of work, and the nature of the work.

PROPOSED ORGANIZATION AND ALLOCATION OF PERSONNEL
CLARKSBURG, WEST VIRGINIA, POLICE DEPARTMENT



Recapitulation

		Increase (Decrease)
Chief of Police	1	0
Commander	1	1
Lieutenants	6	(1)
Sergeants	7	0
Detectives	4	1
Patrolmen	25	5 ^a
Metermaids	3	0
Secretaries	3	1
Total	50	7^a

^a Includes two existing patrolmen positions budgeted, but not filled.

"The Chief of Police may refuse approval to perform outside employment if he deems that it involves a conflict or potential conflict with police duties.

"No outside employment shall exceed 20 hours of work per week, and hours of work shall not conflict with the regular or extra hours necessitated by police duties.

"Requests for approval of outside employment shall be renewed annually on January 1."

The City of Clarksburg is contemplating the installation of automated data processing (ADP) equipment that will serve all city departments, including the Police Department. Once the equipment is installed, the Police Department should engage a systems analyst to design a records and reporting system that is compatible with the ADP system and that will yield the maximum benefits to the Department. If the installation of ADP is imminent, then the prior recommendation of conducting a records study should be delayed until such time as the equipment is operational. Clarksburg should also explore regionalizing its police data and computer in Harrison County, the advantages to Clarksburg being additional revenue from a user fee and/or outside funding.

Pending the implementation of a new records and reporting system, Clarksburg can initiate some practices that will provide essential management data. In order to ascertain general activity patterns, there must be a reporting district system that permits recording of activities in general, but definable areas of the City. The Chief has already divided the City into six areas that are adaptable as reporting districts. While future needs may require that these areas be redesigned for patrol purposes, they should be retained for reporting purposes. This system will identify the areas of prime police activity and will allow for deployment based upon that activity. It will also serve as a simple method to codify and classify all incoming data on criminal and service activities.

The Officer's Daily Report must be revised to enable a greater degree of information to be obtained. The daily log needs to have the following indicated on it:

- Source of activity (i.e., call or self-initiated).
- Time activity was initiated.
- Time officer arrived at activity.
- Time officer finished activity.

- Location of activity.
- Reporting area.
- Brief description of activity.
- File or citation number.
- Number and types of arrests or citations.

This information will provide a method of determining what an officer does, how long it takes him, where he does it, and when he does it. All of this information is required if the City desires to determine an effective level of deployment and allocation. In addition, it provides a control and evaluation tool for supervisors. To this end, the "Officer's Daily Report" in Attachment 1 is recommended.

In order to use a statistical base to deploy the patrol force, the information must be tabulated. As an aid in this task, the "Activity Summary" (Attachment 1A) is recommended. It must be maintained on a daily basis and patterns of activity by month, year, or day of week may be extrapolated, as needed, from the daily summary.

There should be a pin map placed in the Police Department that indicates the location and type of each offense, by month to date, and year to date. Only the following offenses need be indicated:

- Robbery.
- Burglary and Attempted Burglary—Day
- Burglary and Attempted Burglary—Night
- Auto Theft.
- Theft Over \$50.
- Theft Under \$50.
- Traffic Accidents.

This system will permit the patrol officers to readily determine the areas of the City that require the greatest amount of preventive patrol and also provide an insight into the type of activity that must be suppressed. The patrol force will be able to deploy itself more efficiently and be more flexible, thus improving its use as a crime deterrent.

There is a need to revise the station logs for both telephone calls and radio use (Attachment II). The radio log should be discarded as it is unnecessary and its maintenance wastes time. It can be replaced by a scratch pad to write down needed information (e.g., a wanted person check, out for investigation, etc.) and then disposed of at the end of shift. Contrary to popular opinion, the FCC no longer requires police agencies to log transmissions.

The station log should be revised to eliminate unnecessary information and provide data not now logged. Only those calls in which a patrol officer is dispatched should be logged, and each call should be sequentially numbered. Time should be time-stamped by a clock to insure accuracy and preclude alteration.

The City should also explore initiating a Police Cadet Program. A cadet would be able to perform many minor, routine tasks (records, minor reports, etc.) now being performed by patrolmen. Thus, police officers would be free to concentrate on crime problems. In addition, cadets would provide a recruiting base and help establish positive relations with the young people of Clarksburg.

A T T A C H M E N T S

ACTIVITY SUMMARY

Date:	Day						Month						Unit			Total						
	1			2			3			4			5			6						
	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	OBS	Call	Arr.	
2400																						
0100																						
0200																						
0300																						
2100																						
2200																						
2300																						
Total																						

Attachment IA

DESK COMPLAINTS

Shift _____ Date _____ Page _____

Time Received	Service No.	Location	Unit(s) Assigned	Time Arrived
	Nature of Complaint			
	Complainant	<input type="checkbox"/> Refused	Phone	
Time Dispatched	Actual Location			Time Ended
	Cleared by Unit: <input type="checkbox"/> Unfounded <input type="checkbox"/> Resolved <input type="checkbox"/> Other _____			
	<input type="checkbox"/> Report	<input type="checkbox"/> Citation	<input type="checkbox"/> Arrest	
Time Received	Service No.	Location	Unit(s) Assigned	Time Arrived
	Nature of Complaint			
	Complainant	<input type="checkbox"/> Refused	Phone	
Time Dispatched	Actual Location			Time Ended
	Cleared by Unit: <input type="checkbox"/> Unfounded <input type="checkbox"/> Resolved <input type="checkbox"/> Other _____			
	<input type="checkbox"/> Report	<input type="checkbox"/> Citation	<input type="checkbox"/> Arrest	

END

7/20/1911