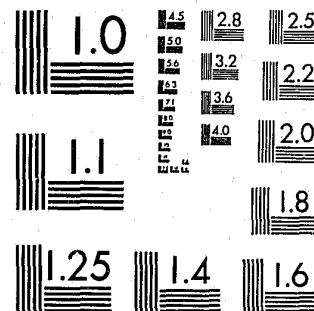


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WASHINGTON, D. C.

REPORT ON THE TECHNICAL ASSISTANCE VISIT  
TO THE COMMONWEALTH ATTORNEY'S OFFICE  
BOWLING GREEN, KENTUCKY  
NOVEMBER 20 - 21, 1980

CRIMINAL PROSECUTION TECHNICAL ASSISTANCE PROJECT

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This study was performed in accordance with the terms of Law Enforcement Assistance Administration Contract #J-LEAA-010-80.

The views expressed in this report are not necessarily those of the Law Enforcement Assistance Administration.

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## INTRODUCTION

On November 20 and 21, 1980, a Technical Assistance team from the Criminal Prosecution Technical Assistance Project visited the offices of Morris Lowe, Commonwealth Attorney for Warren County, Kentucky. The Technical Assistance team examined the Commonwealth Attorney's management and operations functions in accordance with the terms of a contract with the Law Enforcement Assistance Administration. Members of the team included:\*

Leonard R. Mellon - Project Director  
Criminal Prosecution Technical  
Assistance Project  
Washington, D. C.

David H. Bludworth - Consultant  
State Attorney  
Palm Beach County, Florida

The purpose of the visit was to examine the various process steps in the office in order to make recommendations for a more efficient handling of the felony caseload there. Specifically the Technical Assistance team evaluated the office's use of investigators, their docketing system, their filing system and their use of statistics. An overall assessment of the entire office was not attempted, nor was it desired. The purpose of a technical assistance visit is to evaluate and analyze specific problem areas. It is designed to address a wide range of problems stemming from paperwork and organizational procedures, financial management and budgeting system, space and equipment requirement and specialized operational programs, projects and procedures unique to delivery of prosecutorial services.

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\*Vitae are attached as Appendix A.

The Technical Assistance program is designed to provide the prosecutor with a quick response and a short turn around time from the initiation of the request, to its approval by LEAA and subsequent delivery by the Technical Assistance contract. Under ideal conditions, the prosecutor does not have to wait long for assistance.

During the visit, interviews are conducted with those members of the office who are most directly involved in the problem area. Their functions and tasks are examined as well as their perceptions of the problem. The flow of paperwork and the statistical system may also be examined if they are problem areas. Interviews may also be conducted with personnel involved in other component areas of the criminal justice system such as police, courts, and the public defender's office.

The basic approach used by the Technical Assistance team is to examine the office with reference to its functional responsibilities. This means that the process steps of intake, accusation, trials, post-conviction activities, special programs and projects, juveniles and other areas are examined, as required, with respect to their operations, administration and planning features. Taking a functional analysis approach permits observation of the interconnecting activities and operations in a process step and identification of points of breakdown if they exist.

Once the problem and its dimensions have been specified, an in-depth analysis is made which results in an identification of the major elements and components of the problem, and an exposition of needed change, where applicable.



After the problem has been fully examined, its dimensions discussed, and the analysis of the critical component factors undertaken, recommendations that are practical and feasible are made.

The visit to the Warren County Commonwealth Attorney's office focused on the problem of resource allocation and management areas such as their docketing and filing system, the use of investigators and support personnel and their use of statistics. In addition, several areas were examined such as special programs and space utilization to determine if they were serving the office in as efficient manner as they could be.

The Technical Assistance team would like to thank Mr. Lowe and his staff for their cooperation and assistance during the visit. Reception of the team was excellent, and the staff's willingness to discuss the strengths and weaknesses of the office was of considerable assistance to the Technical Assistance team in carrying out its tasks.

#### II. SUMMARY OF RECOMMENDATIONS

1. Develop a uniform complaint and booking form for all felony cases.
2. Devise a docket entry book to log all complaints as they enter the office.
3. Insist that the sworn to complaint be delivered to the office within 24 hours of every felony arrest.
4. Review every felony arrest and require the principal arresting officer to come to the office within two weeks of the arrest to present all police reports and to discuss case disposition.
5. Get a copy of the District Court calendar or docket or some record of what is taking place in District Court on a daily basis.
6. Replace the current case tracking system with an index card system.
7. Review and inventory all felony warrants over one year and continue to do this on an annual basis.
8. Create a tickler or suspense file system to use as a reminder of future action on a case.
9. Create new file folders based on the model in Appendix D.
10. Separate active case files from inactive and closed cases.
11. Seek at least one additional secretary and one clerk in the upcoming budget.
12. Develop a long-term set of objectives for the office.
13. Designate a secretary to open all incoming correspondence and keep a log of important correspondence for the office.
14. Hold monthly meetings with the various law enforcement agencies.
15. Rearrange office space so that each attorney has a private office.
16. Using the new case tracking system, create statistics for the office.
17. Insure the continued existence of the Victim/Witness Unit when the federal funding runs out.
18. Insist that the Warren County Probation Office notify the office when a diversion candidate has successfully completed probation.

### III. SYSTEM OVERVIEW

Morris Lowe has been the Commonwealth Attorney for a period of twenty-one years, and prior to that he was an assistant commonwealth attorney there. He directs a staff consisting of two assistant commonwealth attorneys, four detectives, one secretary funded by the state of Kentucky, one secretary assigned to the Victim/Witness Program funded by LEAA, and one secretary funded through the CETA Program. Additionally, there is a high school student who acts as a clerk in the office.

Warren County has a population of approximately 58,000. There are four police agencies who work in the jurisdiction with the largest police agency being the City Police bringing approximately fifty percent of the workload into the Bowling Green Commonwealth Attorneys office. Warren County recorded 982 Part I offenses last year with the most prevalent being theft, burglary and assault. The Felony Trial Court operates with a backlog that presents problems generally for the Commonwealth Attorneys office.

The characteristics of the charging process in Warren County reflect the Commonwealth Attorneys lack of opportunity to review police charges before they are filed in court. After the complaint is received it is generally less than one week before cases are brought before the Grand Jury, which has scheduled weekly meetings. There appears to be a very liberal use of the Grand Jury to wash out cases by the Commonwealth Attorneys office. Approximately fifty percent of the Commonwealth Attorney's caseload comes from the District Court. In that court judges will not amend the complaints with the result that everything that is filed there generally goes to the Grand Jury. Both assistant commonwealth attorneys in the office routinely

present cases to the Grand Jury. However, any decision recommending no true bill or reduction to a misdemeanor usually needs prior approval by the Commonwealth Attorney.

The Commonwealth Attorneys office routinely schedules pretrial conferences but they are not used as plea cut-off dates after which offers are withdrawn. The assistant commonwealth attorneys always use an open file policy with the defense, and are generally allowed to negotiate pleas. From an evidentiary perspective the majority of cases that go to trial can be characterized as marginal. In addition, after a conviction, the office usually participates in making sentencing recommendations.

The Commonwealth Attorney, Morris Lowe, is held in very high esteem by the judges, law enforcement agencies, and citizens for whom he serves. This respect gives him the opportunity to suggest and implement changes that need to be made in the administration of justice in Warren County. However, as Warren County continues to grow, there is a more pressing need to establish some uniform procedures to administer the cases in the Commonwealth Attorneys office.

#### IV. ANALYSIS

The analysis of the Bowling Green Commonwealth Attorneys office focused on the problems related to organization in the office. Management areas such as file control, case tracking, and the use of statistics were also examined. The examination focused on: (A) intake control and police reporting; (B) case tracking and file control; (C) budgeting and management; (D) space utilization; (E) the use of statistics and (F) miscellaneous concerns including the Victim/Witness program, the pretrial diversion program, and the use of arbitration and mediation in the office.

##### A. Intake Control and Police Reporting

One of the keys to the Commonwealth Attorneys caseload accountability is to control the intake of felony cases. The current system or lack of system has a number of uncontrolled entries into the justice system that need to be addressed.

At the present time, most arrests occur from probable cause determinations with complaints being sought after arrest. Since the Grand Jury meets every week, most arrested persons are held without sworn complaints for several days. Preliminary hearings are rarely held in Warren County because of the weekly Grand Jury sessions. The Technical Assistance team recommends that the Commonwealth Attorney develop a uniform complaint and booking form for felony cases. This uniform complaint form would include information on the defendant, the offenses charged, the amount of bond or any holds or detainers against the defendant, witnesses and their addresses, any physical evidence about the defendant, and a sworn statement by the investigating officer. A sample

of a complaint form is attached in Appendix B. Also included in Appendix B is a copy of the National Center for Prosecution Management Model police/prosecutor report. Either of these two forms may be amended for use by the Commonwealth Attorney.

Once the office receives a copy of the sworn-to complaint of arrest it should be logged into a docket entry book by the secretary in charge. This can be a manual system and only one should be maintained to provide for uniformity, accountability, and control. A docketing system and the use of statistics for the prosecutors office will be further elaborated in Section E of this report.

There will be some cases that do not have the evidence to substantiate the offense. This should be documented by a written memorandum and filed for record in the Commonwealth Attorneys office. There appears to be a very liberal use of the Grand Jury to wash out these cases. It is the Commonwealth Attorneys duty to make decisions based on the facts and the police officers input which will occur at the filing or screening appointment. It is commendable that cases are expeditiously taken before the Grand Jury provided that the Commonwealth Attorney has had ample opportunity to review the case so that prosecutorial decisions can be made. Gerstein vs. Pugh, 420 U.S. 103 (1975) can be satisfied and should be addressed by requiring that the sworn complaint be delivered to the Commonwealth Attorney's office within 24 hours of every felony arrest. This should not cause the police agencies in Warren County any problems and they have indicated their willingness to cooperate in this matter. It would also provide the jailer with the paperwork that he needs to hold arrested persons. Many police officers are already notary publics and the availability of persons eligible to take sworn complaints seems to be present. If this sworn to complaint sets forth a Kentucky code offense, it eliminates the necessity for a preliminary

hearing and can serve to delay presentation to the Grand Jury. The Technical Assistance team recommends that every felony arrest be reviewed by the Commonwealth Attorney's office and that the principal arresting officer be required to come to the office within two weeks of the arrest. The purpose of requesting the arresting police officer to come to the Commonwealth Attorney's office is to have the officer present all police reports and to discuss case disposition with the reviewing assistant commonwealth attorney.

Another area that is problematical for the Commonwealth Attorney's office in establishing an intake and review function is the volume of cases that is received from the District Court. It is estimated that approximately fifty percent of the Commonwealth Attorney's caseload arrives from the District Court. The District Court judges will not amend warrants with the result that a high percentage of cases filed there move on to the Grand Jury. At the time of the technical assistance visit, the Commonwealth Attorney had no knowledge of the volume or the content of these cases prior to the time his office received them. It is the recommendation of the Technical Assistance team that the Commonwealth Attorney receive a copy of the District Court calendar or docket or some record of what is taking place in the District Court on a day-to-day basis.

#### B. Case Tracking and File Control

At the present time, there is no case tracking or file control system established in the Commonwealth Attorney's office. The system which is currently used is one in which all three prosecutors in the office try to maintain personal knowledge of the status of all existing cases. This "system" is both inefficient and time consuming. It is the recommendation of the Technical Assistance team that this system be replaced immediately by one that is based upon file cards only, in which data are kept in two files.

Two file cards are necessary to track cases using this system. These cards may be of any design, but a suggested format is attached as Appendix C. This form is designed in three parts with a snap-out carbon paper in between each part. Information as to case number, defendant name and charges should be typed onto these two cards. By using the snap-out carbon paper, it is not necessary to type duplicate information. For maximum effectiveness, all of this information should be entered when the case is brought into the office. The reviewing assistant may also record remarks as to why the case is being dismissed or downgraded.

The two cards should then be filed in their respective locations. The first copy should be filed alphabetically to become the active defendant index file, much like the current file which is kept at the trial stage. When cases are closed, the card may be removed to a closed portion of the file. This will become a quick reference as to whether the defendant has been through the criminal justice system before.

The second card should be filed according to the next event and then by date within that type of event. This file becomes the master calendar record. One section should contain cases pending arraignment, another those pending trial and a third section for cases pending sentencing. Other sections may be added as needed. Under this recommended system, a clerical employee should pull the appropriate cards from the alphabetical file and the calendar file and post information on these two cards. The files should then be returned with the cards to the filing drawers. Both file boxes should remain in the central records office.

Each card has three sections. Information about the defendant and the overall case is typed in the first section. The second part contains information regarding complaints, court numbers, charges and disposition of charges.

The back of the card contains both the event history and the sentencing information. The Commonwealth Attorney may choose to change this format, however, this general type of data has been found to be useful in many places.

It is further suggested that, if the cases in Warren County have not been reviewed and inventoried, steps should immediately be taken to ensure that this is done. The Technical Assistance team recommends that all outstanding felony warrants over one year old be reviewed to determine whether a case can be sustained by available witnesses and proof. In addition, it is recommended that this procedure be performed annually so that no cases over two years old will appear on the dockets unless there are unusual circumstances with the case such as mental capacity, etc.

A case tracking system is enhanced when a case register can be prepared. This can be done by entering defendant's names sequentially as cases are received. In that case it is desirable to arrange a case register by date so that a convenient key exists for accessing defendant names in the register. Case progress can be recorded on an index card or a register. If a card is used, that file should be utilized as the case register.

Another essential component of a centralized case tracking system is the creation of tickler or suspense files. Tickler files serve to remind the clerk that something specific, involving the case files, should be done on a certain day. In the Commonwealth Attorney's office a number of case processing steps require setting dates for future action. For ease of operation, it is the recommendation of the Technical Assistance team that ticklers or reminders for each of these steps be maintained separately. A brief description of the organization of a tickler system follows.

A tickler system can be a three by five card prepared at the same time the date is set for future action on an individual case. The card is then placed behind a time marker and remains until call-up, for example one week before a court date. In some cases, lead time for preparation work is required. In such instances, the card can be filed for a specific action date and pulled in advance.

A register type of tickler system may also be used. A separate sheet of paper is required for each date and then every case that is to be acted upon is recorded on the appropriate sheet. These pages can be maintained in a three-ring binder. Like the index card system, the register serves to indicate the date when cases are scheduled for action. One disadvantage to this method is that whole sheets must change and more work is involved for each exception to the general case processing.

Some offices have arranged their case files and central files to reflect pending case action. However, using such a filing procedure breaks up the normal sequence and also creates problems for file retrieval as there is no standard other than future action on which to base location.

File control is a serious problem in the office as it is presently structured. It is too often difficult to locate files which are not in the filing cabinets. It is essential that even in an office with only three prosecutors that a file log be maintained so that it can be readily ascertained which of the three prosecutors has a case file in their possession.

The file folders being used at the present time were found to be unsatisfactory since they do not contain any space on the cover for pertinent information as to case history, dispositions, etc. A model case jacket designed by the National Center for Prosecution Management is attached as Appendix D. The Technical Assistance team recommends that the Common-



wealth Attorney adapt this model to his needs and adopt it for case file purposes.

In the reception area of the office, there are a number of filing cabinets containing both current cases and those which have been closed. The Technical Assistance team recommends that all of the closed cases be purged from this file and stored in an area that can be used for storage.

With reference to closed cases, when a case is closed and all action is completed, the case file should be removed from the central file and placed in storage. Thus, while new cases are constantly being entered into the central file system, the closed cases are constantly being removed.

Removing the closed case files from the central file area should not be the last step in the life of that case file. Closed cases, although they can be maintained in a storage area, in boxes specifically designed for storage, should not be permitted to accumulate indefinitely. A specific retention period should be established by the Commonwealth Attorney for closed cases. Then, when closed cases reach this predetermined age, they should be destroyed.

Destruction of the case file folder should not mean that all of the information related to that case is lost. Important data and information regarding each case is maintained permanently, or for a specified period of years, by the police agencies or the court. The Commonwealth Attorney's office should also retain the index card related to the case which will then relate the case to the available police and court files.

One system for organizing and managing closed files for disposition that has been found useful in other prosecutor offices is to segregate them

from the active files as soon as they reach the closed status. Some accumulation of closed file cases may be permitted in the file area for a specified period of time, however, this accumulation period should not exceed one year. During this time, cases may be inter-filed in numerical or alphabetical order. Thus, at the end of the accumulation period, the cases will all be in numerical or alphabetical order for that period.

Notations as to the closing date should be made on the master index card. The cards in the master index should then be maintained in separate groups reflecting active and closed status. When the case is closed and the cards so noted, the file should be removed from the active category and placed in the closed category, triggering the removal of the closed case file folder. At the end of the accumulation period, the collective closed case folders should be removed to a storage area and held until the retention time has been met, at which time they may be destroyed. Should it be necessary to locate a closed case file folder while it is in dead storage, the index card will indicate the closing date and access can be made quickly to the appropriate group of closed case files.

Inactive case files should also be separated from active case files to maintain the efficiency of day-to-day operations. The dispositional process for inactive case files is similar to that of closed cases, but alternative or special consideration should be given to the inactive category depending upon local office needs. A waiting period for inactive case files should be predetermined by the Commonwealth Attorney's office after which they should be removed from the active file area. Inactive files can be grouped and held in storage in the same manner as the closed cases. The index card for each inactive case should be appropriately marked.

Some offices inter-file the inactive case files with their active case files. The advantage to this approach is that the numeric sequence of the files is not disturbed. The disadvantage is that open case counts cannot be taken, the inactive case files are bigger and unwieldy and, as the case file doubles in size, the personnel time required to process the files increases by thirty percent. Inactive case files should be removed from the central file area periodically, although segregation of the inactive files does not remove them from the information system. It merely allows a better use of the expensive office space and provides the needed active filing floor space.

#### C. Budgeting and Management

The Technical Assistance team, after interviewing the Commonwealth Attorney and his two assistants, determined that a more systematic approach should be taken toward budgeting. Budgeting requires a planned effort, particularly when the State is the funding source. A useful adage is "Ask and you may receive, but if you don't ask, forget it." The Technical Assistance team recommends that the Commonwealth Attorney document his workload to include number of cases, complaints received, and other required duties which will enhance his ability to receive additional resources needed for prosecution personnel and programs needed in Warren County. It appears that the most critical need facing the Commonwealth Attorney at the present time is additional secretarial personnel and clerical assistance. The Technical Assistance team recommends that at least one additional secretary and a clerk should be sought in next year's budget. There is enclosed with this report a copy of the publication "Budgeting for the Prosecutor" prepared by the National Center for Prosecution Management

and the National District Attorneys Association which the team strongly recommends the Commonwealth Attorney adopt as a method for compiling and submitting his budget.

Managing the criminal caseload in an organized and efficient manner appears to have been given a low priority by the Commonwealth Attorney. A concise and clear procedure for administering the cases is needed so that accountability can be established. Accountability includes uniformity in handling similar cases and also recording and documenting reasons for exercising the discretion that rests with each attorney in the office. The Technical Assistance team recommends that the Commonwealth Attorney develop a long-term set of objectives aimed at eliminating crisis management in the handling of the criminal caseload. There is no reason why the Commonwealth Attorney's office could not be sufficiently organized to allow for non-crisis management of the felony caseload. Crisis decisionmaking appears to be more prevalent than should exist if the goal of prosecution is to be measurably equitable and efficient. The implementation of delegated duties with broad policy guidelines would allow the Commonwealth Attorney much more time to try those cases he wants to and to be confident that his discretion is documented by running an accountable office.

The secretarial and investigative personnel need to be briefed on the overall picture of the objectives that the Commonwealth Attorney has or seeks to accomplish. It appears that much of the pretrial work related to the files can and should be done by the secretary. If some training were given regarding the memory typewriter to the secretary, many functions and responses could be standardized and expedited. For example, many of the forms used in the office could, for the most part, be written so that all

blanks are flush on the left enabling the memory typewriter or manual typewriter to reach them more easily. The use of NCR paper for multi-copy required forms would save time and money in processing cases.

The investigators are operating very much like paralegals and this is appropriate for an office of this size. They can handle walk-in citizen complaints and document their results. However, they are also available to work on indicted cases and it is recommended that they be more effectively used by the Commonwealth Attorney's office.

Another management area that deserves attention is incoming correspondence. At the present time, there is no record kept of incoming correspondence in the Commonwealth Attorney's office. All of the correspondence is generally taken by the Commonwealth Attorney, opened and read with no formal system of distribution. The Technical Assistance team recommends that all incoming correspondence be opened by a secretary, stamped with the date received and a log kept as to important correspondence received.

Finally, managing the relationships with the various law enforcement agencies needs to be addressed by the Commonwealth Attorney's office. Monthly meetings with the sheriff, chiefs of police, college chief and other law enforcement agencies would be a good way to give direction to the law enforcement effort in Warren County. Included in these meetings could also be periodic explanations of the case law and other statutory changes that affect law enforcement in the county.

#### D. Space Utilization

Presently the Commonwealth Attorney shares office space with his two assistants. There is ample space in the Commonwealth Attorney's office for the Commonwealth Attorney to put himself in a separate office and vertically let decisions come to him. He should also delegate the intake responsibility to his assistant with the most experience but retain supervisory control. It is the recommendation of the Technical Assistance team that all three attorneys in the office be given separate offices so they would be able to work privately on their caseloads. The back office in the space presently maintained should be changed to provide an office for the Commonwealth Attorney. His office should not be as readily accessible to the public as it presently is, since an excessive amount of time daily is spent on matters which should be handled by other personnel in the office.

#### E. The Use of Statistics

In the initial interview with the principal actors in the Commonwealth Attorney's office it became evident that the office does not have a formalized system for keeping statistics. Some general statistics should be kept by the Commonwealth Attorney's office. These statistics will assist him in managing the case flow in his office, instituting internal evaluation procedures, allocating resources effectively and predicting the need for additional resources in the future and informing the public of the work accomplished by the Commonwealth Attorney's office.

It is the recommendation of the Technical Assistance team that the Commonwealth Attorney begin keeping statistics by making a determination to count cases and defendants as they enter the system. This can be accomplished manually by the use of a tally sheet such as Form 1 found in Appendix E. This form is a weekly intake report to be filled out each day

by the use of simple hash marks in the appropriate boxes. The amount of detail which is to be used may be determined by the needs of the Prosecutor. On Form 1 both cases and defendants are counted, and the detail is sufficient to permit analysis of changes and charges filed, as well as cases accepted, referred or rejected. The clerk enters a hash mark in the appropriate box to indicate the result of the intake process.

At the end of the week, all of the columns are totalled and the monthly total from the previous weeks report is entered in the next to the last row. The new monthly total to date is obtained by adding the weekly total to the monthly total from the last week.

Form 2 in Appendix E is a disposition report having basically the same format as the intake report. The heading should include all possible dispositions. While these may vary from one jurisdiction to another, the most common ones are listed on the form. Cases and defendants reaching dispositions for each day are recorded in column 1. The upper half of the first block should be used to show the number of cases reaching final disposition and the bottom should show defendants. In all other blocks along the table, only defendants should be counted, as there are too many variations in the disposition of individual cases involving multiple defendants to use cases as the basis of the count. Therefore, the various categories such as pled to original, pled to reduced and so forth all refer to the number of defendants.

There are several ways in which this information can be collected. It has been found to be highly successful to either analyze the court calendar for each day which has been appropriately annotated with the court room results, or to use a master list of all the defendants reaching final disposition in a given month. To use the latter approach, a form such as Form 3 in Appendix E should be used. Each day, whether the calendar is prepared in the Commonwealth Attorney's office or returned to the Commonwealth Attorney at the conclusion of the days work, a clerk should review the calendar to obtain the information and place it on this report. The date called for on the form is the date that the case was heard. The case number, the defendant's name, docket number and charge should be listed individually and the disposition should be shown for each charge. The name of the assistant commonwealth attorney who tried the case or handled the plea and of the trial judge, if applicable, should also be listed. The disposition category should correspond to the weekly disposition report. The clerk should determine what occurred for each defendant at the trial or plea and mark only one column. At the end of the day, this information should be transferred to the weekly summary report.

Form 4 in Appendix E is an example of the calendar report. This report measures the amount of delay arising in the system and the reason why it is occurring. The first column indicates, for any given day, the total number of cases scheduled. The third column, "Defendants Rescheduled" is a measure of the number of continuances being granted during a particular day. The next boxes enumerate the reasons why the defendant was rescheduled.



This will show whether delays in the systems are due to court backlog, prosecutor-requested continuances or defense-requested continuances.

By using these four forms, the Commonwealth Attorney will be able to keep useful statistics for the office with a minimum of burden to the clerical personnel who will be performing these tasks.

#### F. Miscellaneous

##### 1. Victim/Witness Unit

At the present time, victim/witness matters are handled by one detective and one secretary both funded through the Law Enforcement Assistance Administration. The Warren County Victim/Witness Unit directs witness notification through the use of mailed subpoenas which include instructions for the witness to call a special witness phone number to make sure that their case has not been continued and will be heard on the scheduled day. This special witness phone line is answered by the Victim/Witness Unit during working hours and is attached to an answering machine in the evening to allow 24 hour information on scheduled cases. The answering machine gives a breakdown of which cases are scheduled to be heard the following day and witnesses who were scheduled to appear but who do not hear their case on the recorded message are instructed to phone the office the following day for an update on their case. This system saves the Commonwealth Attorney's office money by only having those witnesses appear who have cases that will be heard each day. It also benefits witnesses, saving them time and patience by not bringing them to the courthouse needlessly.

The Victim/Witness Unit of the Commonwealth Attorney's office was observed to have a good working relationship with the sheriff's department

for locating witnesses and transporting witnesses who have no other way to come to the courthouse. At the present time, the unit handles approximately 225-250 witnesses each month. The major problems facing the Victim/Witness Unit were problems locating witnesses. These problems stem from a lack of residential phones in some areas of Warren County, witnesses who are "habitual movers", and from the law enforcement agencies who are not including witness addresses with names in the police reports.

These problems are endemic to many rural area prosecutor offices. The Technical Assistance team recommends, however, that the Commonwealth Attorney meet with the representatives from the various law enforcement agencies to convince them of the need for them to include witness addresses in the police reports.

Finally, it is also the recommendation of the Technical Assistance team, being aware of the decline in federal funding of programs such as this, that the Commonwealth Attorney take every possible step to have this important and well-run function of his office continue through state funding when the federal funds have been depleted. A Victim/Witness Unit is cost effective, creates a greater likelihood of witnesses coming to court, and enhances the willingness of witnesses to cooperate in the prosecutorial process.

##### 2. Diversion

Presently, under the diversion program created by the Commonwealth Attorney, all defendants who have been diverted are under the supervision of the Probation Office in Warren County. At the present time there is no formal system of notification by the Probation Office to the Commonwealth

Attorney that diverted defendants have fulfilled the conditions of their probation. The Technical Assistance team recommends that the Commonwealth Attorney insist that the Probation Office advise his office in writing when any diverted defendant has completed the conditions of diversion. This will allow the Commonwealth Attorney's office to dismiss those cases which remain pending.

### 3. Arbitration and Mediation

At the present time there is a system of arbitration and mediation used by the Commonwealth Attorney in domestic disputes and in some quasi-criminal cases, such as contractual disputes where one party files a criminal complaint. One of the investigators in the office currently handles the bulk of such arbitration and mediation. No official records of such matters are kept nor is there a file kept. It is the recommendation of the Technical Assistance team that a record be made of the nature of the controversy, the recommended disposition and the date the matter was settled. Should the matter subsequently arise because of a failure of one of the parties to carry out their terms of the agreement the Commonwealth Attorney will have a written record spelling out the history of the case in his office. The investigator handling these matters also acts at times as a collection agent, and such money is presently not kept in a separate account. It is recommended that an account be created in a local bank so as to provide a proper accounting of these funds.

## V. CONCLUSIONS

This analysis and these recommendations are presented with the realization that the Commonwealth Attorney already has a working, effective organization. Many steps have already been taken to improve the operation and professionalism of the office and they are to be commended. The areas which are highlighted here are those that are next to be addressed by the Commonwealth Attorney.

The first priority for the Commonwealth Attorney is to work to try to control the intake of felony cases. The Technical Assistance team recommends that the Commonwealth Attorney develop a uniform complaint and booking form for felony cases. A docket entry book should also be devised to log all complaints as they enter the office. This system will provide uniformity, accountability and control and is further elaborated in Section E of this report.

The Commonwealth Attorney should insist that the sworn to complaint be delivered to his office within 24 hours of every felony arrest. The Warren County law enforcement agencies have indicated that this procedure will not cause any problems and have indicated their willingness to cooperate in this matter. It would also provide the jailer with the paperwork that he needs to hold arrested persons.

In addition, the Commonwealth Attorney's office should review every felony arrest and require the principal arresting officer to come to the Commonwealth Attorney's office within two weeks of the arrest date to present all police reports and to discuss the case disposition with the reviewing assistant commonwealth attorney.

One problem with the establishment of an intake and review function is the high volume of cases that are received from District Court. It is estimated that fifty percent of the Commonwealth Attorney's caseload arrives from the District Court. At the present time, the Commonwealth Attorney has no knowledge beforehand of the volume or content of these cases. It is recommended that the Commonwealth Attorney receive a copy of the District Court calendar or docket or some record of what is taking place in the District Court on a daily basis.

The Technical Assistance team recommends that the Commonwealth Attorney institute a case tracking system that is based on file cards only, in which data are kept in two files. A suggested format is attached as Appendix C. The first card becomes the active defendant index file, and the second card becomes the master calendar record.

It is further suggested that, if the cases in Warren County have not been reviewed and inventoried, steps should immediately be taken to ensure that this is done. The Technical Assistance team recommends that all outstanding felony warrants over one year old be reviewed to determine whether a case can be sustained by available witnesses and proof. In addition, it is recommended that this procedure be performed annually so that no cases over two years old will appear on the dockets unless there are unusual circumstances with the case such as mental capacity, etc.

In the Commonwealth Attorney's office a number of case processing steps require setting dates for future action. It is recommended that a tickler or suspense file system be created for each step and that these files be maintained separately. In addition, a file log should be maintained so that it can be readily ascertained which of the three prosecutors has a file in their possession.

The file folders used at the present time were found to be unsatisfactory since they did not contain any space on the cover for pertinent information such as case history, disposition, etc. It is recommended that the Commonwealth Attorney adopt a model case jacket, a sample of which is attached as Appendix D, and adapt this model to his needs.

Filing cabinets in the office currently house active, inactive and closed cases files. The Technical Assistance team recommends that these files be used only for active case files and that closed case files be removed to a storage area and destroyed after a predetermined length of time, and that inactive cases be grouped together and stored in much the same manner as closed case files. The index cards for each inactive or closed case should be appropriately marked.

A more systematic approach needs to be taken by the Commonwealth Attorney towards budgeting for his office. The Technical Assistance team recommends that the Commonwealth Attorney document his workload to enhance his ability to receive additional resources needed for prosecution personnel and programs needed in Warren County. It is also recommended that the Commonwealth Attorney seek at least one additional secretary and one clerk in next year's budget. A copy of "Budgeting for the Prosecutor" prepared by the National Center for Prosecution Management and the National District Attorneys Association, is attached to assist the Commonwealth Attorney in compiling and submitting his budget.

A concise and clear procedure for administering cases in the office is needed so that accountability can be established. The Commonwealth Attorney should develop a long-term set of objectives aimed at eliminating crisis management in the handling of the criminal caseload. In addition to

his assistants, the investigative and secretarial personnel should also be briefed on these objectives.

The Technical Assistance team recommends that all incoming correspondence be opened by a secretary, stamped with the date received ✓ and a log kept of the important correspondence received.

Monthly meetings should also be held with the various law enforcement agencies. Included in these meetings could be periodic explanations of ✓ changes in case law and other changes that affect law enforcement in the county.

The space in the Commonwealth Attorney's office should be reorganized so that all three attorneys in the office would have their own office space. The back office should be the Commonwealth Attorney's office so that he is not so readily accessible to the flow of traffic in the main area of the office.

Statistics are very useful to the prosecutor for a number of reasons. They can assist in allocating resources, predicting the need for additional resources and managing the case flow in an office. For these reasons, the Commonwealth Attorney should begin to keep records of the working of his ✓ office. With the implementation of the new index card system for case tracking, this task should be simplified. Several forms are attached as Appendix E and their use explained in Section E of this report. These forms should be used to generate useful statistics for use by the Commonwealth Attorney.

Several other areas of the office were examined although not in great detail. The Victim/Witness Unit is performing an admirable job under some adverse circumstances beyond their control. It is recommended, however,

that, with the evaporation of federal funding, the Commonwealth Attorney take the necessary steps to insure that this unit continue functioning ✓ under state funds when the federal funding has elapsed. The Commonwealth Attorney should also insist that the Warren County Probation Office notify his office in writing when diverted defendants have completed their programs. This will allow the office to dismiss those cases which have remained pending. It is also recommended that in arbitration and mediation cases, that a record be made of the controversy, the recommended disposition and the date the matter was settled.

The implementation of these suggestions and recommendations should result in a more efficient and effective office for the Commonwealth ✓ Attorney as well as a savings in the long run for the taxpayers in the county through a more productive office.



APPENDIX A

LEONARD R. MELLON

Research Associate, Bureau of Social Science Research, since January 1978. Formerly, Project Director, National District Attorneys Association, 1975-1977; special counsel, National Center for Prosecution Management, 1974-1975; chief assistant state attorney, 12th Judicial Circuit of Florida, Sarasota, 1974; assistant state attorney, 11th Judicial Circuit of Florida, Dade County, Miami, 1971-1974; Counsel, Transcommunications Corporation, 1969-1971; sole practitioner, Miami, 1965-1969; assistant attorney general, Florida, 1958-1965.

Instructor, Florida State University, 1958-1960; Florida Sheriff's Bureau of Law Enforcement Academy, 1960-1964; Florida Bar Association's Continuing Legal Education Program, 1966; Criminal Justice Institute, Miami Dade Community College, 1972-1973; University of Oklahoma, 1974; Northwestern University School of Law, Summers of 1976 and 1977.

Education: B.S. (political science), Florida State University; B.S.F.S. and Lib. Georgetown University.

Current Research:

Project Director, Criminal Prosecution Technical Assistance Project--a facility to provide national level technical assistance in the prosecution area and participate in the development and improvement of criminal prosecution projects and programs supported by LEAA (Law Enforcement Assistance Administration).

Deputy Project Director, Phase II, Research on Prosecutorial Decisionmaking--a continuation of the Phase I program to conduct research on prosecution nationwide and to test techniques and procedures to measure uniformity and consistency in decisionmaking (Law Enforcement Assistance Administration).

Recently Completed Research:

Research Associate, White Collar Crime Study--a systematic review and analysis of major data sources relevant to white collar crime, supported by a grant from the Law Enforcement Assistance Administration.

Deputy Project Director, Phase I, Research on Prosecutorial Decisionmaking--a nationwide research program to develop techniques and procedures for increasing uniformity and consistency in decisionmaking, supported by the Law Enforcement Assistance Administration.

Past Experience:

As Project Director, National District Attorneys Association, directed a large-scale DHEW-supported study which assisted and encouraged prosecutors and others nationally to participate in the

Federal Child Support Enforcement Act (Title IV-D of the Social Security Act). In connection with the study, conducted regional orientation and training conferences nationwide, developed a reference source for prosecutors on child support enforcement, and a clearinghouse on current child support data; directed and participated in technical visits by child support enforcement consultants to prosecutors offices nationwide.

As special counsel to the National Center for Prosecution Management, prepared under an LEAA grant, standards and goals for homogeneous groups of prosecutors in the U.S., organized the groups, supervised the meetings and assisted in preparation of documentation on standards and goals.

As assistant state attorney, 11th Judicial Circuit of Florida, Dade County, Miami, created special trial division for speedy processing and trial of defendants, assisted in the development of pretrial intervention (diversion) program (under an LEAA grant) and established a Magistrate's Division in the State Attorney's Office. After undertaking a survey of case intake and screening, recommended the establishment of a new system and was appointed head of the new Intake and Pre-Trial Division in the State Attorney's Office.

Selected Publications:

Transmitting Prosecutorial Policy: A Case Study in Brooklyn, New York (with Joan E. Jacoby, et al.). Research Report No. 2, Project 556, November 1979.

A Quantitative Analysis of the Factors Affecting Prosecutorial Decisionmaking (with Joan E. Jacoby, et al.). Research Report No. 1, Project 556. October 1979.

"The Prosecutor Constrained by His Environment--A New Look at Discretionary Justice in the United States," Project 450, July 1979.

Policy Analysis for Prosecution (with Joan E. Jacoby) Final report for Phase I of Project 550, Bureau of Social Science Research, April 1979.

Policy Analysis for Prosecution: Executive Summary (with Joan E. Jacoby) Final report for Phase I of Project 550, Bureau of Social Science Research, April 1979.

"Probable Cause Determination," (Commentary) National Prosecution Standards, National District Attorneys Association, Chicago, 1977.

"The Child Support Enforcement Act." Prosecutors' Deskbook, Washington, D.C.: National District Attorneys Association, 1976.

Handbook on the Law of Search, Seizure and Arrest, distributed by the Florida Attorney General's Office, 1960; revised, 1962.

"Can Effective Restrictive Legislation Be Written" Paper delivered to the Southeastern Association of Boards of Pharmacy in 1962 and published in The Journal of the American Pharmaceutical Association.

(April 25, 1980)

DAVID HOWARD BLUDWORTH

OFFICE ADDRESS: State Attorney's Office, Palm Beach County Courthouse, P. O. Box 2905,  
West Palm Beach, Florida 33401

OFFICE TELEPHONE: (305) 837-2454

AGE: 39 FAMILY: Wife - Judi, formerly of High Point, North Carolina  
Three children - Jessica, Melanie and Brent

EDUCATION: B.A.E. Degree, University of Florida 1962 (History, Political Science);  
J.D. Degree in Law, University of Florida, 1964.

CHURCH: Member, Haverhill Baptist Church

WORK EXPERIENCE: Assistant State Attorney General for Florida.  
Assistant County Solicitor for Palm Beach County.  
Appointed State Attorney for Monroe County, Florida, by the Governor of Florida.  
Has been appointed a Special Prosecutor in several Florida circuits.  
Assistant State Attorney, Palm Beach County, Florida.  
Municipal Judge, Jupiter, Florida.  
Elected State Attorney, Fifteenth Judicial Circuit of Florida in 1972.

TEACHING EXPERIENCE: Business Law and Constitutional Law, University of Maryland,  
Overseas Division.  
Criminal Law and Evidence, Palm Beach Jr. College and Florida Atlantic University.  
Palm Beach Atlantic College, Business Law, Constitutional Law & Political Science.

ORGANIZATIONS: Member of American Bar Association, Florida Bar Association, Palm Beach  
County Bar Association, Young Lawyers Section of the American, Florida and  
Palm Beach County Bar Associations.  
National District Attorneys Association.  
Florida Prosecuting Attorneys Association, Rotary Club, VFW, American Legion,  
Jaycees, Lake Worth Valley Scottish Rite, York Rite Commandery, Amara Shrine  
Temple.

PUBLICATIONS AND LECTURE EXPERIENCE:

Amicus Curiae Brief for Florida Prosecuting Attorneys Association on the new  
death penalty in Florida.  
Author, Bill of Rights for Mobile Home Owners.  
NDAA - Delinquency Programs for the Prosecutor's Office.

MILITARY: Sixteen years commission service, two years active duty, one year overseas  
in Korea.  
Presently lieutenant colonel in U. S. Army Reserve.

APPENDIX B

**NATIONAL CENTER FOR PROSECUTION MANAGEMENT  
MODEL PROSECUTION REPORT**

EVENT NO.		PROSECUTORS	
		CHARGES	STATUTE
DEF. TAG NAME TO ONLY		DEF. ID NO.	
DEF. STATED NAME		BOOKING NO.	
ALIASES OR NICKNAMES		LOC. M.C. NO.	
TIME IN AREA		SEX	RACE
		DOB	RELEASE STATUS
ADDRESS (INCLUDE APT. NO.)		PHONE	AUTHORIZING AGT.
DATE AND TIME OF OFFENSE		CUS.	COURT OR VENUE
DATE AND TIME OF ARREST		RES.	BY WHOM
DATE AND TIME REPORTED TO POLICE		LOCATION OF ARREST	
CO-DEFENDANTS: STATUS arrested (A) wanted (W) : LOCATION jail (J) bond (B)			
(1) NAME	ADDRESS	STATUS	LOC.
(2) NAME	ADDRESS	STATUS	LOC.
(3) NAME	ADDRESS	STATUS	LOC.
DEFENDANT CHARACTERISTICS:			
PRINCIPLE DEF: YES <input type="checkbox"/> NO <input type="checkbox"/> UNK. <input type="checkbox"/>		ANY RELATION TO: (IF YES DESCRIBE)	
PREVIOUS RECORD: YES <input type="checkbox"/> NO <input type="checkbox"/> UNK. <input type="checkbox"/>		VICTIM: _____	
STATEMENT: DENIED <input type="checkbox"/> ADMITTED <input type="checkbox"/>		OTHER WITNESSES: _____	
IF ADMITTED: ORAL <input type="checkbox"/> WRITTEN <input type="checkbox"/>		CRIMINAL JUSTICE STATUS: _____	
		UNUSUAL CONDITIONS: _____	
CRIMES AGAINST PERSON :		CRIMES AGAINST PROPERTY:	
NO. OF VICTIMS: _____		AMOUNT TAKEN: _____	
EXTENT OF INJURIES: _____		OWNERS NAME: _____	
		ADDRESS: _____	
		TELEPHONE: _____	
EVIDENCE: (PHYSICAL PROPERTY, STATEMENTS, OTHER)			
DESCRIPTION	HOW, WHERE, WHEN, RECOVERED	IN WHOSE CUSTODY NOW	SCIENTIFIC TESTS AND TYPE
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			
(7)			
EVIDENTIARY CHAIN: (LIST ALL PERSONS WHO HANDLED OR POSSESSED THE ITEM AT THE TIME OF RECOVERY AND THEREAFTER IN CHRONOLOGICAL ORDER)			
ITEM	DATE/ITEM	DATE/ITEM	DATE/ITEM
(1)			
(2)			
(3)			
(4)			
(5)			
ADDITIONAL INVESTIGATION REQUIRED			
DATE REQUESTED		DATE NEEDED	

COPY 1

COPY 1 TO I.D. - COPY 2 & 3 TO PROSECUTOR - COPY 4 TO OFFICER - COPY 5 TO DISTRICT  
REVERSE CARBON AND FILL IN REVERSE SIDE OF THIS FORM

THIS FORM WAS PREPARED UNDER LEAA GRANT NO. 72 DF 09 0038  
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BRIEF DESCRIPTION OF CRIME

REVERSE CARBON

WITNESS STATEMENTS IN THE FOLLOWING ORDER: VICTIM, POLICE, EXPERTS, OTHERS				
(1) NAME:	ADDRESS	PHONE	OCCUPATION:	
SYNOPSIS OF TESTIMONY:		BUS.	ALT. CONTACT	
		RES.	NAME:	
		PHONE:		AVAILABILITY:
(2) NAME:	ADDRESS	PHONE	OCCUPATION:	
SYNOPSIS OF TESTIMONY:		BUS.	ALT. CONTACT	
		RES.	NAME:	
		PHONE:		AVAILABILITY:
(3) NAME:	ADDRESS	PHONE	OCCUPATION:	
SYNOPSIS OF TESTIMONY:		BUS.	ALT. CONTACT	
		RES.	NAME:	
		PHONE:		AVAILABILITY:
(4) NAME:	ADDRESS	PHONE	OCCUPATION:	
SYNOPSIS OF TESTIMONY:		BUS.	ALT. CONTACT	
		RES.	NAME:	
		PHONE:		AVAILABILITY:
(5) NAME:	ADDRESS	PHONE	OCCUPATION:	
SYNOPSIS OF TESTIMONY:		BUS.	ALT. CONTACT	
		RES.	NAME:	
		PHONE:		AVAILABILITY:
(6) NAME:	ADDRESS	PHONE	OCCUPATION:	
SYNOPSIS OF TESTIMONY:		BUS.	ALT. CONTACT	
		RES.	NAME:	
		PHONE:		AVAILABILITY:
ATTACHMENTS BROUGHT TO PROSECUTOR				
ITEM	ITEM	ARRAIGN.	PRELM. HRC.	G.J.
CONTINUATION REPORT	ARREST WARRANT			
ARREST REPORT	LOCAL RECORD			
OFFENSE REPORT	FBI RECORD			
SUPPLEMENTAL REPORT	STATEMENTS			
NAME OR ID NO. OF WITNESS DIRECTED TO APPEAR (PROS. ONLY)				
SEARCH WARRANT				
SIG. OF (U) FILER	BADGE AGENCY-UNIT DATE	SIG. REVIEWING OFFICER	BADGE AGENCY-UNIT DATE	

COPY 1



# STATE ATTORNEY'S OFFICE

RM. 430, COUNTY COURTHOUSE  
WEST PALM BEACH, FLORIDA  
UNIFORM COMPLAINT FORM

STATE ATTORNEY

STATE OF FLORIDA  
COUNTY OF PALM BEACH

Arresting Agency: \_\_\_\_\_  
Investigative Case Number: \_\_\_\_\_

Defendant's Name: \_\_\_\_\_ (last) (first) (middle) Date of Birth: \_\_\_\_\_

Place of Birth: \_\_\_\_\_ Local Address: \_\_\_\_\_

Permanent Address: \_\_\_\_\_ Phone: \_\_\_\_\_ Occupation: \_\_\_\_\_

Soc. Sec. No.: \_\_\_\_\_ Race: \_\_\_\_\_ Sex: \_\_\_\_\_ Eyes: \_\_\_\_\_ Hair: \_\_\_\_\_ Hgt.: \_\_\_\_\_ Wt.: \_\_\_\_\_

## OFFENSES CHARGED:

1. \_\_\_\_\_ In Viol. of \_\_\_\_\_
2. \_\_\_\_\_ In Viol. of \_\_\_\_\_
3. \_\_\_\_\_ In Viol. of \_\_\_\_\_
4. \_\_\_\_\_ In Viol. of \_\_\_\_\_

AMOUNT OF BOND: \_\_\_\_\_ (leave blank) HOLDS OR DETAINERS \_\_\_\_\_

Witnesses Against Defendant: (For additional witnesses attach separate sheet.)

- |                |                |              |
|----------------|----------------|--------------|
| 1. Name: _____ | Address: _____ | Phone: _____ |
| 2. Name: _____ | Address: _____ | Phone: _____ |
| 3. Name: _____ | Address: _____ | Phone: _____ |
| 4. Name: _____ | Address: _____ | Phone: _____ |
| 5. Name: _____ | Address: _____ | Phone: _____ |

Physical Evidence Against Defendant: (Describe briefly) \_\_\_\_\_

The undersigned certifies and swears that he has just and reasonable grounds to believe, and does believe that: On the \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_, at \_\_\_\_\_ (location)

\_\_\_\_\_ (last name) \_\_\_\_\_ (first name) \_\_\_\_\_ (initial)

committed the following violation of law:

Narrative: (Be specific) \_\_\_\_\_

Sworn to and subscribed before me,  
the undersigned authority, this \_\_\_\_\_  
day of \_\_\_\_\_, 19\_\_\_\_.

I swear the above statement is correct and true to the best  
of my knowledge and belief.

Investigator's Signature \_\_\_\_\_

I.D. No. \_\_\_\_\_

Deputy of the Court or Notary Public \_\_\_\_\_

(MUST BE TYPEWRITTEN)

STATE ATTORNEY'S COPY - WHITE

INVESTIGATOR'S COPY - YELLOW

FILE ROOM COPY - PINK

APPENDIX C

OPTIONAL FOR SHELF FILING

CASE NO.

DEFENDANT'S NAME

LAST FIRST MIDDLE

DEFENDANT'S NAME:

LAST FIRST MIDDLE

CASE NO.

TITLE AND ADDRESS OF OFFICE

P.D.I.D.

D.O.B.

MO.

DAY

YR.

CHARGES

DATE OF ARREST:

DATE CHARGED:

SPEEDY TRIAL DATES

DEMAND

NO DEMAND

DATE

DATE

AUTHORIZING ASSISTANT:

OO - DEFENDANT AND/OR RELATED CASES

RELEASE DECISION

☐ JAIL

☐ PERSONAL RECOGNIZANCE

☐ CASH BOND

☐ THIRD PARTY CUSTODY

☐ PSYCHIATRIC OBSERVATION

☐ NAME OF SURETY

DEFENSE COUNSEL

(NAME, ADDRESS, PHONE)

POLICE OFFICER

(NAME, DEPT/UNIT, BADGE NO.) REPORTING (R) COMPLAINING (C)

REQUISITE NOTICE TO DEFENDANT

PO AVAILABILITY

ITEM CHE TO DATE  
BE USED NOTICED

CONFESSION

IDENTIFICATION

DISCOVERY

OTHER

PRELIM

MOTIONS

PRETRIAL

TRIAL

COMPLAINING WITNESS

(NAME, ADDRESS, HOME PHONE, BUSINESS PHONE)

MODEL CASE JACKET

National Center for Prosecution Management  
1900 L St., N.W., Suite 701, Washington, D.C. 20036

August, 1973

Work Performed under LEAA Grant No. 72-DF-99-0038

**Work Performed under LEAA Grant No. 72-DF-99-0038**

# Inside Front Cover

NEEDED	IN FILE	EVIDENTIARY MATTER
<input type="checkbox"/>	<input type="checkbox"/>	Autopsy
<input type="checkbox"/>	<input type="checkbox"/>	Ballistics
<input type="checkbox"/>	<input type="checkbox"/>	Chain of Evidence List
<input type="checkbox"/>	<input type="checkbox"/>	Chemical Report
<input type="checkbox"/>	<input type="checkbox"/>	Confession
<input type="checkbox"/>	<input type="checkbox"/>	Contraband
<input type="checkbox"/>	<input type="checkbox"/>	Damages Listed
<input type="checkbox"/>	<input type="checkbox"/>	Evidence
<input type="checkbox"/>	<input type="checkbox"/>	Indictment
<input type="checkbox"/>	<input type="checkbox"/>	Investigative Reports
<input type="checkbox"/>	<input type="checkbox"/>	Motions
<input type="checkbox"/>	<input type="checkbox"/>	Newspaper Articles
<input type="checkbox"/>	<input type="checkbox"/>	Office Memorandum
<input type="checkbox"/>	<input type="checkbox"/>	Photographs
<input type="checkbox"/>	<input type="checkbox"/>	Police Reports
<input type="checkbox"/>	<input type="checkbox"/>	Rap Sheet
<input type="checkbox"/>	<input type="checkbox"/>	Research Material
<input type="checkbox"/>	<input type="checkbox"/>	Restitution Made
<input type="checkbox"/>	<input type="checkbox"/>	Trial Memorandum
<input type="checkbox"/>	<input type="checkbox"/>	Weapons
<input type="checkbox"/>	<input type="checkbox"/>	Witness List
<input type="checkbox"/>	<input type="checkbox"/>	Witness Statements

## MODEL WITNESS LIST

National Center for Prosecution Management  
1900 L Street, N.W., Suite 701, Washington, D.C. 20036  
August, 1973

### MODEL WITNESS LIST

NAME :	D.O.B. :	I.D. NO. :	DATE APPEARED
RES. ADDRESS :	PHONE :		
BUS. ADDRESS :	OCCUPATION :	PHONE :	
ALTERNATE CONTACT :	SUBPOENAS		
WILL TESTIFY TO :	ACTION	DATE ISSUED	RETURN DATE
TESTIMONY			
DESCRIPTION OF WITNESS :	TAKEN: <input type="checkbox"/>		
	TRANSCRIBED: <input type="checkbox"/>		

NAME :	D.O.B. :	I.D. NO. :	DATE APPEARED
RES. ADDRESS :	PHONE :		
BUS. ADDRESS :	OCCUPATION :	PHONE :	
ALTERNATE CONTACT :	SUBPOENAS		
WILL TESTIFY TO :	ACTION	DATE ISSUED	RETURN DATE
TESTIMONY			
DESCRIPTION OF WITNESS :	TAKEN: <input type="checkbox"/>		
	TRANSCRIBED: <input type="checkbox"/>		

NAME :	D.O.B. :	I.D. NO. :	DATE APPEARED
RES. ADDRESS :	PHONE :		
BUS. ADDRESS :	OCCUPATION :	PHONE :	
ALTERNATE CONTACT :	SUBPOENAS		
WILL TESTIFY TO :	ACTION	DATE ISSUED	RETURN DATE
TESTIMONY			
DESCRIPTION OF WITNESS :	TAKEN: <input type="checkbox"/>		
	TRANSCRIBED: <input type="checkbox"/>		

Work performed under LEAA Grant No. 72-DE-99-0038

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or printed text on the paper. A vertical margin line is visible on the left side, creating a narrow left margin. The paper appears slightly aged or off-white.



**BACK COVER**

22

[illegible]

## APPENDIX D

CALENDAR CARD

[illegible]

[illegible]

NOTES

CASE #

OFFICE OF ATTORNEY GENERAL

TYPE

PRIORS

DEFENDANT: \_\_\_\_\_ D.O.B.: \_\_\_\_\_

VICTIM: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

APO/AGENCY: \_\_\_\_\_

ARST. DATE: \_\_\_\_\_ GRJ DATE: \_\_\_\_\_ ARR. DATE: \_\_\_\_\_

DEF. STATUS: \_\_\_\_\_ AMT. OF BAIL: \_\_\_\_\_

BONDSMAN: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CO-DEFENDANTS: \_\_\_\_\_

COMPLAINT #

OFFENSE DATE

A.

B.

C.

D.

**E.**

TRIAL DATE:

INT. DAG!:

ASG. DAG.:

TRL. DAG.:

DEF. ATT.:

JUDGE:

### OTHER PENDING CASES

#	L	ARREST #	PROTH. #	CHARGE CODE	DATE FILED	DISP. DATE	DISPOSITION	NOLLE REASON
---	---	----------	----------	-------------	------------	------------	-------------	--------------

#	L	ARREST #	PROTH. #	CHARGE CODE	DATE FILED	DISP. DATE	DISPOSITION	NOLLE REASON
---	---	----------	----------	-------------	------------	------------	-------------	--------------

[illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible]

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466
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EVENT HISTORY

DATE	TIME	TYPE	RSLT	SOURCE/REASON	DATE	TIME	TYPE	RSLT	SOURCE/REASON

TERM BEGINS:

SENTENCE

CONFINEMENT					FINE			PROBATION			
#	L	PERIOD	TYPE	SUS. PER.	PCP	AMOUNT	AMT. SUS.	PERIOD	TYPE	SUS. PER.	SPECIAL TERMS

APPENDIX E

FORM 1

# INTAKE REPORT

WEEK OF \_\_\_\_\_ TO \_\_\_\_\_, 1980

[illegible]





## MONTHLY REPORT OF DISPOSITIONS

[illegible]

## WEEK OF: \_\_\_\_\_ TO \_\_\_\_\_, 1980

[illegible]

**END**