

INDIVIDUAL TECHNICAL ASSISTANCE REPORT

*In Response to a Request for Technical Assistance by the
Alice, Texas, Police Department*

July 24, 1972

32964

Prepared by

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

(Per Contract J-LEAA-015-72)

I. PRELIMINARY INFORMATION

A. Consultant Assigned:

Peter F. Lydens
Principal Associate
Public Administration Service

B. Date Assignment Received:

June 21, 1972

C. Date of Contact with LEAA Regional Coordinator:

June 22, 1972

D. Dates of On-Site Consultation:

July 10, 11, 12, 13, and 14, 1972

E. Individuals Interviewed:

Oscar Lopez
Police Chief

Gabriel Chepa
Police Sergeant

Frank Lopez
Police Lieutenant

Frank H. Reed
City Manager

Gerald Keown
Police Sergeant

Edgar M. Jarrett
Former Police Chief

Juan Rodriquez
Police Sergeant

II. STATEMENT OF THE PROBLEM

A. Problem as per Technical Instruction:

The Alice, Texas, Police Department requested technical assistance in the areas of: (1) patrol manpower allocations and distribution; and (2) patrol methods, procedures, and tactics. LEAA Region VI determined that the Department's request could best be met by technical assistance service made available through LEAA contractual consultants.

B. Problem Actually Observed:

The need for a survey of patrol manpower allocations and distributions was apparent. The number, allocation, and distribution of police personnel were evaluated. The need for a survey of patrol methods, procedures, and tactics was apparent. Patrol methods, procedures, and tactics were evaluated.

Other problems in the Police Department directly relating to patrol operations also became apparent. Among them were poor employee morale, the recent forced resignation of the police chief, lack of written formal operating policies and departmental regulations, poor discipline, questionable state of motorized equipment, low salary scales, absence of formal police-community relations, and crime prevention programs. These and other needs were discussed and recommendations presented to the police chief and city manager. Among the problems reviewed were the following:

Personnel

1. In relation to area police departments, Alice has lower than average pay scales for patrol division personnel.
2. The morale of the division is low because of intradepartmental conflict and political pressures from the community.
3. The supervision and discipline in the division is minimal because of poor understanding and/or feeling of responsibility on the part of supervisory personnel and the lack of a departmental operational procedures and regulations manual.

4. There is a lack of a supplemental formal personnel training program complementing the state certification program.
5. There is a need to consider the introduction of educational incentives into the police department pay plan to reflect the need for education and education achieved.

Administration

6. No formal operational procedures and regulations manual exists.
7. No formal crime prevention program exists.
8. No formal police-community relations program exists.

Interlocal Cooperation

9. There is only limited interlocal cooperation with other law enforcement agencies serving the area.

Equipment

10. Personal equipment for patrol division personnel is inadequate. Truncheons are provided but not police batons. Individual (handie-talkie) radios are not available for all officers on duty during the peak staffing period. Personal aerosol irritant projectors are not provided all officers.
11. Vehicular equipment for patrol division personnel is inadequate, often forcing the use of two men to a car. This problem is caused by poor maintenance and repair practices, operating vehicles beyond the accepted mileage use limit of 40,000—45,000 miles, and lack of spare vehicles during the peak use hours of 9:00 p.m.—3:00 a.m.
12. Divider shields between the front and back seats of the patrol division vehicles are not available, requiring a second unit to escort the unit carrying an arrestee or prisoner.

Facilities

13. Patrol division facilities are grossly inadequate. No separate facilities are available for briefing, training, inspection, or report writing. There are no lockers or locker room. Space available in areas shared with the detective division and records and communications division is crowded, noisy, and does not present a positive image to the police personnel or the public.

Police Reserve

14. On special occasions, and during special events, there is a need for additional patrol manpower beyond that which is normally required or can normally be justified.

Report Dictation

15. There is a waste of manpower and a lessening of patrol division effectiveness due to the need for division personnel to come into police headquarters to make out the various departmental reports.

III. FACTS BEARING ON THE PROBLEMS

- A. The Alice, Texas, Police Department's patrol division consists of 1 police captain, 2 police lieutenants, 3 police sergeants, and 11 police patrolmen. Six vacancies existed in the patrol division as of July 13.
- B. A new police chief was appointed on July 10, the first day of the survey. He formerly was the detective captain with the Department. His predecessor, an outsider with a baccalaureate level education in the police field, and police experience in California, had worked hard to upgrade the Department in the 22 months he had held office.
- C. The new police chief has the backing of the city council as well as the city manager, and is already striving to continue towards the goal of providing the best police services possible. The change in chiefs has caused most patrol division personnel to adopt a watch and wait attitude.
- D. The patrol division will be required to interrelate with the detective division and the records and communications division in the plans the new chief has for the Department.

IV. POSSIBLE COURSE OF ACTION

(Not applicable)

V. RECOMMENDED COURSES OF ACTION

Manpower Allocation and Distribution

1. The organization, manpower strength, and manpower allocation for the patrol division shown in the attached "Comparison of Organization and Manpower Allocations for the Patrol Division of the Alice, Texas, Police Department" should be adopted. This recommendation is based upon: (a) modified field patrol manpower need analysis; (b) maximization of use of field patrol manpower as compared with nonfield personnel; and (c) the existing use of the four day--40 hour work scheduling of patrol personnel.
2. Beat areas should be designed for all shifts by the police chief with the assistance of the records and communications division commander. A methodology for designing patrol beats has been presented to the police chief. The beat areas should be reviewed at least annually to determine the need for beat boundary alterations and/or additional beats.

This recommendation is based upon the absence of a formal policy concerning beat designation and the predominant existing use of random patrol by all units with the total city considered as one beat

Personnel

3. The salary ranges for patrol division personnel should become competitive with those of other police departments in the area in order to attract and retain personnel of the caliber desired by the community. It is further recommended that with the assistance of the city personnel director (city clerk), the police chief conduct a salary survey of the area and, based upon the findings, recommend new pay ranges for patrol division personnel to the city manager.

These recommendations are based upon information provided by senior officers of the division who feel the existing salary levels make it difficult to fill existing vacancies with qualified individuals, retain experienced, qualified personnel, and maintain high morale in the division. According to the former police chief, the pay for patrolmen is \$150 per month below the norm for similar size cities in Texas.

4. The chief should take whatever steps are necessary in keeping with administrative direction and city council policy to eliminate as much as possible the intradepartmental conflict and political pressures from the community that are contributing causes of the low morale of the division personnel.

This recommendation is based upon recent historical evidence of these two factors contributing to the lessening of the effectiveness of the division personnel.

5. Supervision can be improved in the patrol division by having the chief, orally and in writing, define the responsibilities of the supervisory personnel and help them develop their supervisory skills in order to assure that supervisory responsibilities are carried out in the best manner possible. The former can be accomplished by issuance of special orders, inclusion of supervisory responsibilities in the departmental operational procedures and regulations manual and through briefing sessions. The latter can be accomplished by providing formal and informal supervisory training, and by periodically conferring with the individual supervisors.

This recommendation is based upon the fact that personnel carrying the rank and responsibility of patrol shift supervisor have provided only a minimal amount of supervision, while drawing a salary related to the normally accepted responsibilities of patrol shift supervisor.

6. In-service training, complementing the state certification training and tailored to the needs of the division, should be provided in areas such as unarmed combat, fundamentals of psychology, use of weapons, traffic control, accident investigations, police-community relations, patrol methods, and so forth.

This recommendation is based upon the facts that while the state certification program and the provision of college-level training opportunities are good, the need for a supplementary formal in-service training program designed to meet the needs of the Alice Police Department's patrol division is evident, and the desire is present.

7. An educational incentive program should be incorporated in the pay plan affecting the personnel of the patrol division.

Administration

8. A formal crime prevention program including police-community relations should be established. This program should take into consideration a wide variety of activities dealing with youth, businessmen, homeowners and home renters, people in need of nonpolice services, and so forth. By becoming involved with a variety of publics and involving them in the activities of the patrol division, the division can do a much more effective job. For the time being the police chief should plan and coordinate this program with the assistance of the division supervisors. All members of the division should become involved in this program. Proper training in crime prevention programs including police-community relations should be carried out, and formal written policy should be developed and included in the departmental operational procedures and regulations manual and through general and special orders. This recommendation is based upon the fact that at the present time the division is not formally committed to a crime prevention program in the community, and that relatively few citizens are involved in assisting the police prevent crime. Without complementary involvement a true crime prevention program cannot exist. In this day of a more complex society, police services do not meet the needs of the community unless a strong crime prevention program exists.

9. A formal written departmental operational procedures and regulations manual should be compiled and distributed to all members of the Department.

All members of the patrol division need to completely understand the operational standards and procedures of the Department as they apply to the division's operations to help assure the uniformly high standards of service expected by the community and aid in the supervision of operational personnel.

Interagency Relations

10. Formal interagency relations should be developed with other area local law enforcement agencies as well as state law enforcement agencies servicing the community. Such formalized relations should set forth the responsibilities of the Alice Police Department in cooperating with the other agencies as well as the responsibilities of the other agencies in cooperating with the Alice Police Department.

Equipment

11. Police batons should be issued to replace the truncheons (blackjacks) now issued to each member of the patrol division. It is further recommended that proper training in the use of the police baton be given each member of the patrol division, and that formal policy be established concerning the use of the police baton.
12. Personal aerosol irritant projectors should be issued to each member of the patrol division after proper training in the use of the aerosol irritant projectors is given and formal policy is established concerning its use.
13. Individual (walkie-talkie) three-way radios should be provided for the use of all on-duty personnel of the patrol division in order to improve police communications capabilities. This recommendation is based upon the need for the patrol division personnel to be able to communicate with the base station and other units while out of the patrol cars. This capability will not only improve the effectiveness of existing patrol operations, but will provide the division personnel with radio communications capabilities while conducting crime prevention (including police-community relations) activities.
14. A sufficient number of patrol cars ought to be available to permit one-man car patrol during peak patrol periods. This would require 10 cars (including 1 for the shift supervisor, 7 for the police patrolmen, and 2 spare cars to be used when any of the regular units are out-of-service). It is further recommended that arrangements be made for the city garage or an automobile dealership to provide the preventive maintenance and repair service necessary to assure that the required units are available.

These recommendations are based upon the need to make full use of all patrol division personnel at all times. The one-man car concept is sound for Alice, Texas. A lack of vehicles forces the use of two-man patrol units, thereby lessening the effectiveness of the division.

15. It is recommended that divider shields be installed between the front and back seats of the patrol division vehicles in order to allow one-man units to transport arrestees and prisoners.

This recommendation is based upon the fact that the present policy of a second unit escorting the unit carrying an arrestee or prisoner is neither safe nor a wise utilization of manpower and equipment.

Facilities

16. A study should be made to determine the immediate and long-term facility needs of the patrol division and that the results of the study be implemented as soon as possible. The facility needs study should be coordinated with the needs of the other organizational units of the Police Department.

This recommendation is based upon the fact that the existing facilities contribute to not allowing the patrol division to operate as effectively as possible and that they present a poor picture of the division to the public.

Police Report Preparation

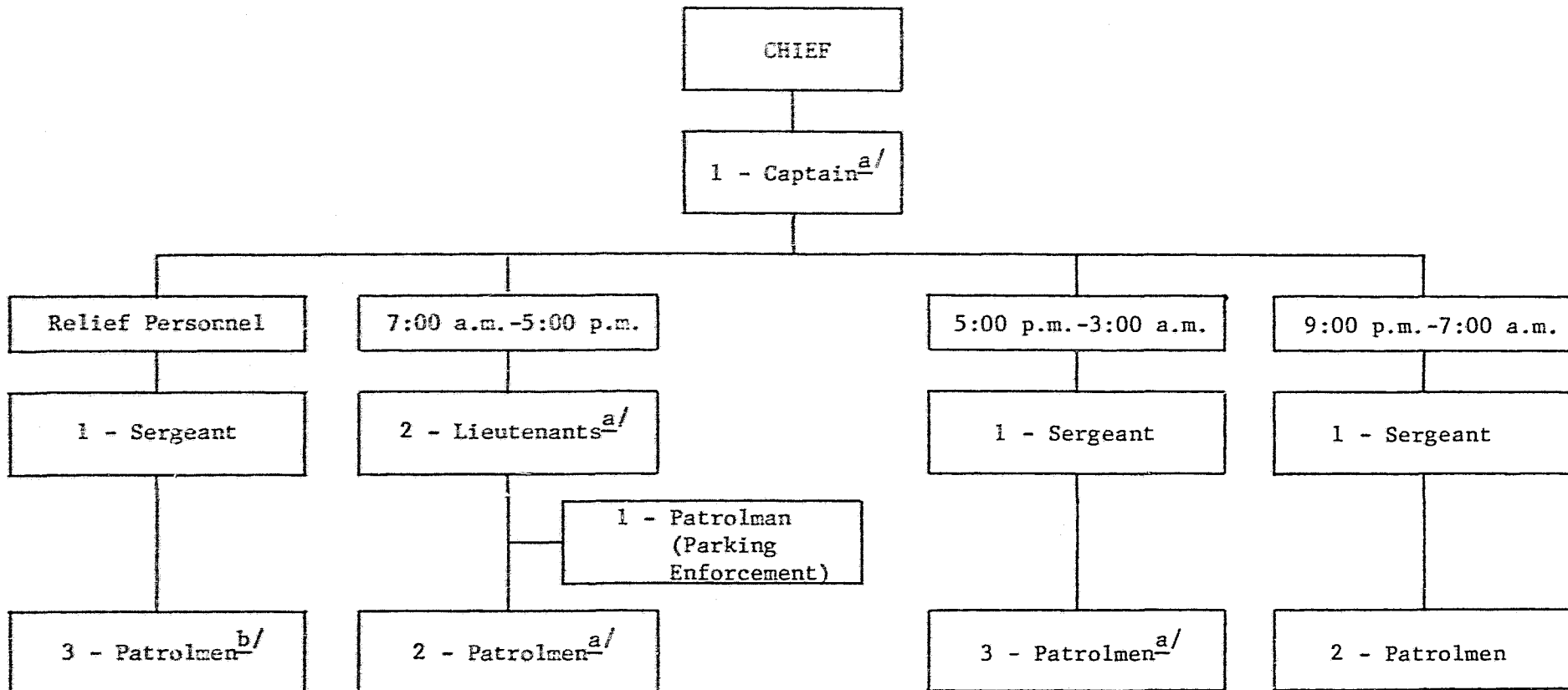
17. The existing practice of having patrol division officers come into the police station to fill out reports should be replaced with a system whereby such reports may be dictated in the field and transcribed at police headquarters.

Patrol division officers should be kept in the field as much as possible. To require a patrol division member to come into police headquarters to laboriously type up reports is a poor investment of the time of trained division personnel and lessens the effectiveness of the division's field operations.

COMPARISON OF PERSONNEL--NUMBERS AND POSITIONS
PATROL DIVISION
ALICE POLICE DEPARTMENT
ALICE, TEXAS
July, 1972

<i>Present</i>		<i>Recommended</i>	
Captain	1	Captain	0
Lieutenant	2	Lieutenant	4
Sergeant	3	Sergeant	0
Patrolman	11	Patrolman	16
Total	17	Total	20

PRESENT ORGANIZATION
 PATROL DIVISION
 July 12, 1972

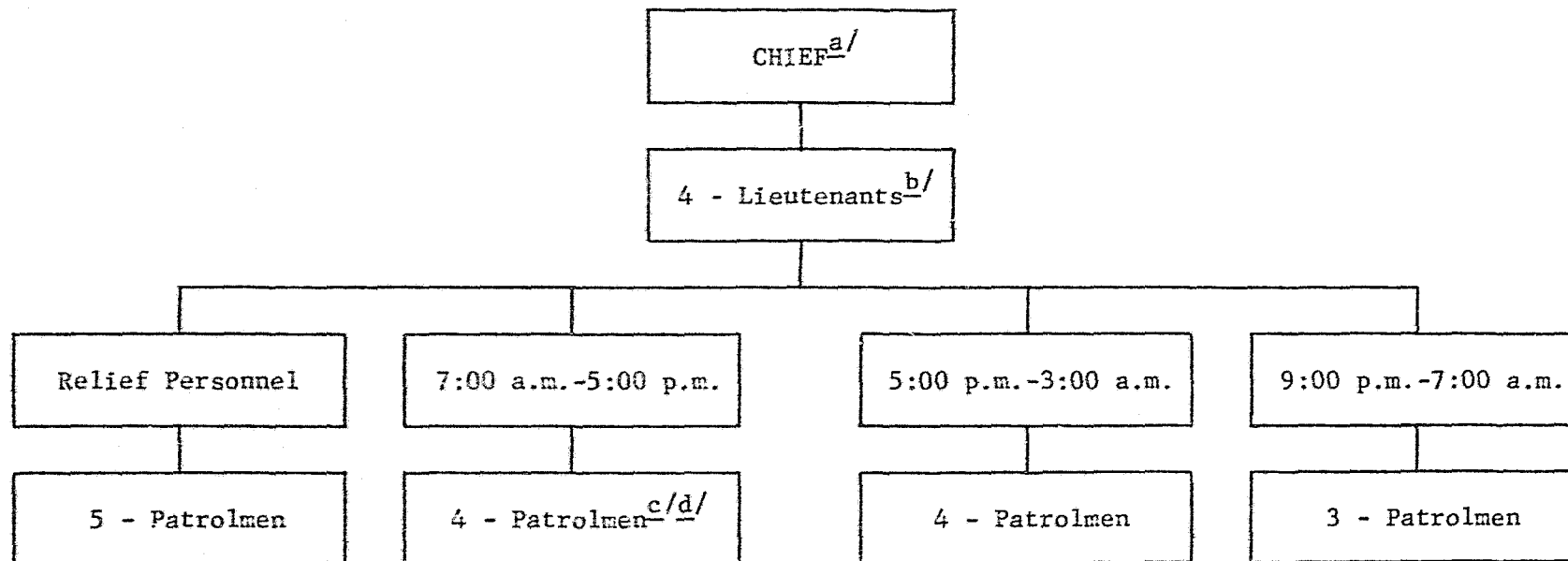


Total of 17 personnel, excluding Police Chief

^a One Vacancy.

^b Two Vacancies.

PROPOSED ORGANIZATION
 PATROL DIVISION
 July 13, 1972



Total of 20 field personnel, excluding Police Chief

^a The Police Chief will act as shift supervisor from 8:00 a.m.-11:00 a.m., Monday-Friday, when the records and communications lieutenant is not on duty.

^b One lieutenant will supervise from 11:00 a.m.-9:00 p.m. One lieutenant will supervise from 9:00 p.m.-7:00 a.m. Two lieutenants will provide relief for the above supervisory positions. One lieutenant, assigned to records and communications, will serve as the supervisor from 7:00 a.m.-11:00 a.m. when on duty and at such other times as directed by the Police Chief.

^c The senior patrolman will act as shift supervisor from 7:00 a.m.-11:00 a.m. when the Police Chief or records and communications lieutenant is not on duty.

^d One patrolman has responsibility for parking enforcement in the central business district.

