

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)

POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: An Evaluation of Staffing Patterns and Manpower Levels.

PROJECT NUMBER: 76-099-064

FOR: St. Clair County, Michigan  
Sheriff's Department

Population: 119,280

Police Strength:

Sworn	43
Civilian	14
Total	57

Square Mile Area: 700.2

CONTRACTOR: Public Administration Service  
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CONTRACT NUMBER: J-LEAA-002-76

DATE: July 2, 1976

35856

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## SECTION I. INTRODUCTION

Located along the southwestern shore of Lake Huron, St. Clair County, Michigan, has a population of 119,280 according to 1970 census and a 1974 assessed valuation of nearly \$1,000,000. The county is principally agricultural; although the presence of Lake Huron provides abundant recreational, commercial and industrial opportunities. A steady stream of visitors flows through the area too as an international bridge, the only one between Detroit and the most northern portions of the Upper Peninsula, links Michigan and Canada. Seven cities and two villages are located within the county as well as 23 townships. The past few years has seen population growth in the City of Marysville and the Townships of Port Huron, Fort Gratiot and Kimball. The City of Port Huron, the county's largest city and county seat, has had a stable population for a number of years and is a mature community.

In the past few years increased attention has been focused upon the Sheriff's Department from the standpoint of whether it has sufficient personnel to meet its responsibilities; and; secondarily, how its personnel should be utilized in order to achieve departmental objectives. This study is an outgrowth of that concern.

### Survey Method

The local information which serves as the basis of this report was gathered by the consultant through on-site conversations with the individuals listed below. These interviews were confidential and no person is quoted or otherwise identified in this report. Those aiding in the conduct of this analysis include the following:

Al Gerstenberger  
Deputy Sheriff  
St. Clair County Sheriff's Department

Clarence Knight  
St. Clair Community College

Elsie McComb  
Clerk Typist  
St. Clair County Sheriff's Department

Joseph Majeske  
Deputy Sheriff  
St. Clair County Sheriff's Department

Norman Meharg  
Sheriff  
St. Clair County Sheriff's Department

Harold Richards  
Secretary, Board of Auditors  
St. Clair County

Edward Sulkowski  
Undersheriff  
St. Clair County Sheriff's Department

The report itself is in three parts -- a brief overview of the St. Clair County Sheriff's Department, a detailed analysis of current patrol staffing patterns, an assessment of manpower needs in that unit and a few general observations regarding organizational and administrative practices and procedures.

#### Survey Purpose

The St. Clair County Board of Commissioners sought an appraisal of staffing patterns in the Sheriff's Department in order to assess whether changes were warranted in the number of assignments of personnel. Financial support for this brief survey was made available by the Law Enforcement Assistance Administration, U.S. Department of Justice. The opinions stated herein are those of the consultant and do not necessarily reflect the official opinion of the Law Enforcement Assistance Administration.

## SECTION II. ORGANIZATION OF THE SHERIFF'S DEPARTMENT

The St. Clair County Sheriff is an elected official who serves a four year term. While independent of the direct control of the County Board of Commissioners, it is that body which establishes and approves the departmental budget and through the budget-process maintains some management controls. Day-to-day oversight is achieved through the County Board of Auditors and the County Administrator.

Overall strength of the Sheriff's Department is 57, 43 sworn personnel and 14 civilian employees. There are no supervisors in the department other than the Sheriff and the Undersheriff. Five sergeant positions were recently authorized and steps are now underway to fill those positions. These will not be new positions but rather will represent reassignments for existing personnel.

Twenty-four (24) deputies are assigned to the Patrol Division, eight to custody responsibilities and five serve as investigators. Additionally, four deputies serve as dispatchers, one functions as the departmental juvenile officer, one is a records specialist and two serve in a special county-wide Intelligence Unit. The two deputies in the Custody Unit have not been certified officially as law enforcement officers because they have not yet completed the prescribed training program.

Civilian personnel include two cooks, one secretary to the Sheriff, two general clerks assigned to the Records Units, four matron-clerks and one janitor. The matron-clerks work a duty schedule similar to the sworn personnel with one on duty at all times to handle female prisoners. Their principal assignment, however, is to type case reports.

General budget information pertaining to the Sheriff's Department is shown in Table 1. As would be expected, over 80 per cent of the budget for police services is for personal service costs. There has been an overall increase of nearly 60 per cent from 1972 to the current fiscal year, but

TABLE 1

SHERIFF'S DEPARTMENT BUDGET, 1972-1976  
ST. CLAIR COUNTY, MICHIGAN

	<u>1972</u>		<u>1973</u>		<u>1974</u>	
	<u>Amount</u>	<u>Per Cent</u>	<u>Amount</u>	<u>Per Cent</u>	<u>Amount</u>	<u>Per Cent</u>
<u>JAIL</u>						
Salaries & Fringes	\$ 129,261	85.6	\$ 116,162	70.6	\$ 152,929	78.5
Contractual Services	4,262	2.8	11,325	6.9	9,175	4.7
Commodities	17,498	11.6	37,025	22.5	32,825	16.8
Total	<u>\$ 151,021</u>	<u>100.0</u>	<u>\$ 164,512</u>	<u>100.0</u>	<u>\$ 194,929</u>	<u>100.0</u>
<u>POLICE</u>						
Salaries & Fringes	\$ 331,697	87.5	\$ 404,720	84.9	\$ 454,209	86.4
Contractual Services	14,205	3.7	22,305	4.7	25,455	4.8
Commodities*	17,186	4.5	31,400	6.6	28,200	5.4
Capital Outlay*	16,146	4.3	18,200	3.8	18,100	3.4
Total	<u>\$ 379,234</u>	<u>100.0</u>	<u>\$ 476,625</u>	<u>100.0</u>	<u>\$ 525,964</u>	<u>100.0</u>
Grand Total	<u>\$ 530,255</u>		<u>\$ 641,137</u>		<u>\$ 720,893</u>	

\*Budget categories were changed in budget years 1975 and 1976. Included in the "Commodities" category is "Supplies" and included in the "Contractual Services" category is "Other Services and Charges."

TABLE 1  
(Continued)

SHERIFF'S DEPARTMENT BUDGET, 1972-1976  
ST. CLAIR COUNTY, MICHIGAN

	<u>1975</u>		<u>1976</u>	
<u>JAIL</u>	<u>Amount</u>	<u>Per Cent</u>	<u>Amount</u>	<u>Per Cent</u>
Salaries & Fringes	\$ 291,632	80.9	\$ 406,203	76.9
Contractual Services	14,300	4.0	47,900	9.1
Commodities	54,650	15.1	74,275	14.1
Total	\$ 360,582	100.0	\$ 528,378	100.1
<u>POLICE</u>				
Salaries & Fringes	\$ 618,063	86.7	\$ 679,993	83.9
Contractual Services	60,400	8.5	80,100	9.9
Commodities*	14,500	2.0	15,300	1.9
Capital Outlay*	20,200	2.8	35,200	4.3
Total	\$ 713,163	100.0	\$ 810,593	100.0
Grand Total	<u>\$1,073,745</u>		<u>\$1,338,971</u>	

\*Budget categories were changed in budget years 1975 and 1976. Included in the "Commodities" category is "Supplies" and included in the "Contractual Services" category is "Other Services and Charges."

it does not appear that any major changes have occurred in the priorities established by the budget during that period. That is, the growth would appear to have resulted from salary adjustments and the like rather than from any substantive change in the level or extent of services offered.

A complex shift schedule is followed by the department in order to minimize travel problems. That is, the Sheriff operates out of a single station located in the far eastern portion of the county. It is a 30 minute drive to the Lynn-Mussey Township area and a 45 minute drive to the Ira-Casco Township area. If shift changes were to be uniform, too much time would be spent in travel leaving wide portions of the county uncovered during shift change periods. Consequently, 12 different schedules are used for patrol personnel. Two-person patrol units are used during the shifts beginning at 2:00 p. m., 3:00 p. m., 5:00 p. m., 10:00 p. m. and 11:59 p. m. One-person units are used for the shifts beginning at 6:00 p. m., 7:00 a. m., 8:00 a. m., 8:30 a. m., 9:00 a. m., 10:00 a. m. and 3:30 p. m. Basically the intention is to have two-person units during dark hours and one-person units in the daylight hours. Each deputy works an eight hour shift.

The Sheriff's Department has a fleet of sixteen (16) vehicles. A total of eight marked vehicles are available to the patrol force with five unmarked vehicles reserved for the investigators. Both the Sheriff and the Undersheriff are provided with automobiles on a full-time basis. One van is used for prisoner transportation rounds.

As the Department is currently organized, dispatchers serve as a de-facto supervisor. That is, because there are no middle-management or supervisory positions in the department. The burden of decision falls principally upon the dispatcher, particularly as the duties of the Sheriff and the Undersheriff frequently take them out of the building or otherwise restrict their ability to become involved in field problems on a regular basis. Other duties of the dispatcher include functioning as a central dispatch for the Sheriff's Department, the City of Marysville, Michigan Police Department and a variety of small fire protection districts located throughout the

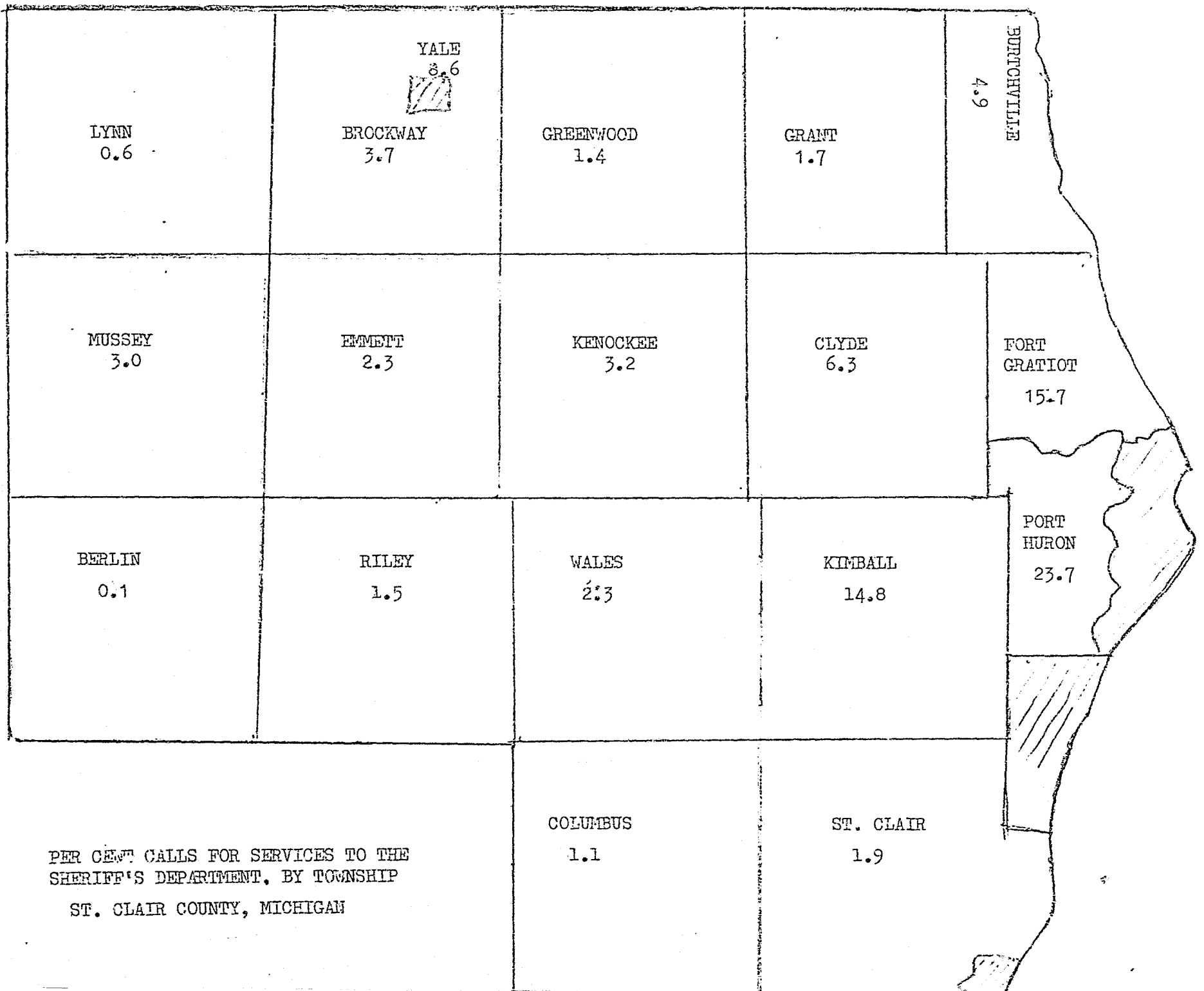


county. Additionally, the dispatcher must monitor access into and out of the building through security measures, answer not only emergency service calls but also general administrative calls and monitor a number of alarm devices. All in all, it is a very demanding position.

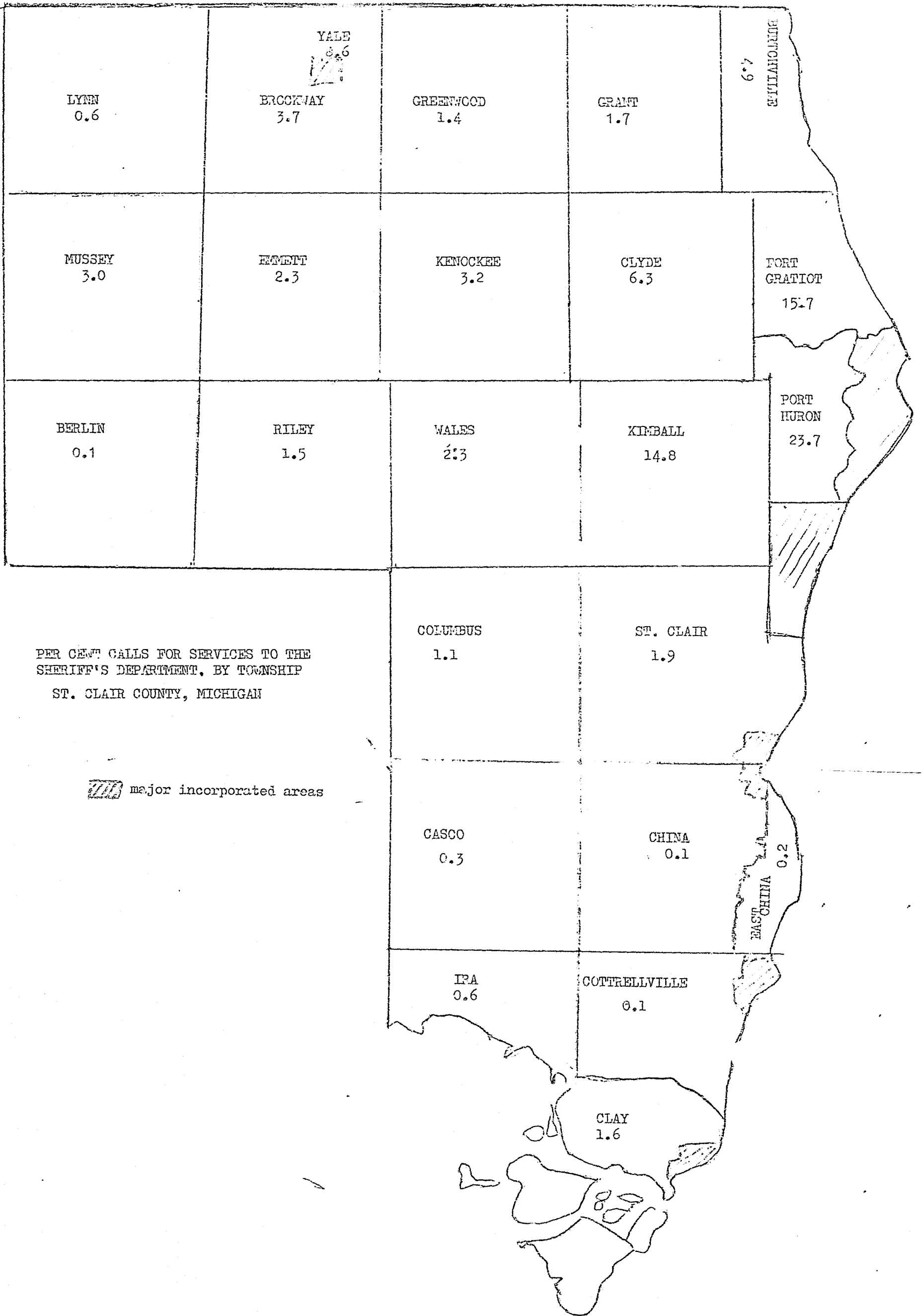
While the jurisdiction of the Sheriff's Department includes the entire county, in practice the department serves only those townships located in the northern portion of the county. The Marysville Police Department handles a number of requests for service calls in nearby St. Clair Township, the State Police (with a post located in the City of St. Clair) serves most of the southern portion of the county and, as well, several townships in that same area have organized small police departments. The Sheriff concentrates attention upon three townships immediately adjacent to the City of Port Huron, the Townships of Port Huron, Fort Gratiot and Kimball where respectively 23.7 per cent, 15.7 per cent and 14.8 per cent of the Sheriff's work load is concentrated. Details can be seen in Map 1.

The Sheriff has a contract with the City of Yale to provide complete law enforcement service to that community at an annual cost of \$46,000. Yale is located completely within Brackway Township which makes that combined city-township area the heaviest patrolled areas within the Sheriff's jurisdiction except for the three townships noted above.


In summary, the distribution of work load by geographic area shows a heavy concentration of effort in the immediate area surrounding the City of Port Huron where development is occurring. In the more sparsely settled areas there is less of a work load; but, the distribution of work load as depicted in Map 1 may be somewhat misleading. That is, people living in the southern portion of the county traditionally have not relied upon the Sheriff to provide law enforcement service. The State Police or local agencies serve as the prime police agency. If alternatives were not available, the Sheriff's work effort in this portion of the county would need to be expanded.



PER CENT CALLS FOR SERVICES TO THE  
SHERIFF'S DEPARTMENT, BY TOWNSHIP  
ST. CLAIR COUNTY, MICHIGAN



PER CENT CALLS FOR SERVICES TO THE  
SHERIFF'S DEPARTMENT, BY TOWNSHIP  
ST. CLAIR COUNTY, MICHIGAN

 major incorporated areas

## SECTION III. MANPOWER UTILIZATION AND DEPLOYMENT

Proper allocation of resources, especially personnel, is essential in managing a police agency. If personnel are not utilized in the most effective manner possible, the cost of attaining departmental objectives may become excessive. The St. Clair County Sheriff's Department has two key functions, police service and custody service, but it is the patrol arm of the department which receives the bulk of budgeted funds and therefore this section will concentrate on manpower utilization and deployment practices of the patrol.

For years police administrators and public officials have relied upon such measures as crime rates, police-to-population ratios and the like to justify police staffing levels. While such measures certainly relate to questions regarding police performance, there are no universal standards for ascertaining precise police manpower requirements. Rather, the appropriate level of patrol officers for a given county or city can only be determined through a careful assessment of the types, levels and extent of requests for police assistance within that particular agency's jurisdiction. What follows is an application of an approach to determining proper staffing levels for patrol service within the area served by the St. Clair County Sheriff's Department that relies exclusively upon locally derived information.

Types and Levels of Requests for Service

In order to determine manpower requirements it is first necessary to know by general category what types of incidents occur with the area served. Included would be both requests for service and those which the officer initiates. It is also important to know what portion of the responding officer's time is spent handling each particular incident. Since the nature of incidents which a particular department handles is likely to vary from other departments, it is useful to develop several general cate-

gories to illustrate the types of incidents typically confronted in day-to-day work activities. To facilitate this task, a stratified sample was selected with equal distribution among the days of the week spread over a year's period of time beginning with June 1, 1975, and ending May 31, 1976. This information was taken from the daily complaint logs as filled out by the dispatcher. The following categories were developed to fit the types of activities found in St. Clair County:

- Type I --- Reported crimes, including homicide, rape, assault, robbery, burglary, motor vehicle theft, etc.
- Type II -- Traffic, including personal and property damage accidents, moving violations, driving while intoxicated, etc.
- Type III - Service, including assistance to persons and other police agencies, animal complaints, disturbances, bad check complaints, suspicious circumstances, malicious destruction, etc.
- Type IV - Warrants, including the serving of all types of warrants, writs and supeonas.
- Type V -- Jail and custody work, including the transportation of prisoners, disturbances at the jail, etc.
- Type VI - Other, including the administration of polygraph and related tests, handgun registration, liquor investigations, etc.

In the sample survey period (June 1, 1975 through May 31, 1976) the St. Clair County Sheriff's Department responded to 1,215 police incidents. This sample is approximately ten per cent of the total departmental work load as reflected in the daily complaint log. The incidents included in the sample were distributed among the six types as follows:

<u>Type</u>	<u>Number</u>	<u>Per Cent</u>
I	210	16.8

	11	
II	279	22.3
III	474	37.9
IV	196	15.7
V	63	5.0
VI	29	2.3
Total	<u>1,251</u>	<u>100.0</u>

The next step is to determine the total number of minutes, on the average, it takes the officer responding to an incident to complete any necessary field action. This type of information is recorded by the dispatcher on each individual complaint card but it is not recorded on the daily complaint log and therefore was not available for use in this analysis. This is solid management information which is not effectively utilized. Modifications should be made in the reporting system which will enable this information to be retrieved, perhaps recording only the total elapsed time in handling an incident on the complaint log.

Based upon studies in other jurisdictions, however, it can be assumed that more serious police incidents (i.e., those included in Type I) will require between one and one-half time as many minutes to complete as will the non-serious incidents (i.e., Type VI). Accordingly, based on experiences in other jurisdictions it will be assumed that it takes one full hour to handle Type I incidents, one-half hour to handle Type VI incidents and three-fourths of an hour to complete field action for Type II and Type III incidents. No firm assessment is possible for either Type IV or Type V incidents. It will be assumed that the average warrant takes approximately one-hour to serve in order to allow for time spent in locating an individual and warrant execution. It will be further assumed that one hour is spent in prisoner transportation duties as well, particularly as some prisoners must be transported to the state correctional institution located in Jackson, Michigan.<sup>1</sup> Based

<sup>1</sup>The Department as quickly as possible should seek to provide actual figures where assumptions were made.

upon these assumptions the following calculations are possible:

<u>Type</u>	<u>Number</u>	<u>Average Time</u>	<u>Total Time</u>
I	210	1.0 hrs.	210.0 hrs.
II	279	.75	209.5
III	474	.75	359.3
IV	196	1.0	196.0
V	63	1.0	63.0
VI	29	.5	14.5
Total	<u>1,251</u>		<u>1,052.3</u>

Patrol activity encompasses more than simply the time required to respond to and complete handling an incident in the field. Administrative duties such as station service, report writing, court appearances and time for personal necessities also must be accounted for in determining time spent on individual duty assignments. Additionally, time must be provided for preventive patrol. Consequently, two additional time factors, each equal in time value to the time required to respond to and complete service incidents, are employed. Thus, total patrol activity is considered to consist of three separate elements of equal time value, namely, handling the service incident, administrative needs and preventive patrol. By employing this formula it is possible to determine total patrol requirements expressed in terms of man-hours:

Service Requirements	1,052.3 hours
Administrative Needs	1,052.3 hours
Preventive Patrol	<u>1,052.3 hours</u>
Total	<u>3,156.9 hours</u>

#### Manpower Availability

The next step is to determine actual manpower availability. This is accomplished by subtracting the number of work hours absent from duty

for each deputy sheriff in the Department. A review of the leave records of the individual deputies of the St. Clair Sheriff's Department during the past year shows the following average usage:

Days Off	832 hours per year
Sick Leave	92 hours per year
Vacation Leave	191 hours per year
Compensatory Time	11 hours per year
On-Duty Training	<u>20 hours per year</u>
Total	<u><u>1,146 hours per year</u></u>

The total time unavailable for work must then be subtracted from the theoretical number of hours worked each year: 8 hours x 365 days = 2,920 hours. This is then used to determine the availability factor:

$$(1) \quad 2,920 \text{ hours} - 1,146 \text{ hours} = 1,774 \text{ hours}$$

$$(2) \quad \frac{2,920 \text{ hours}}{1,774 \text{ hours}} = 1.6 \text{ persons}$$

This means that 1.6 deputy sheriffs are required to staff one position on the St. Clair County Sheriff's Department. This figure (1.6) is then used to determine actual manpower requirements.

In order to assess the adequacy of existing scheduling practices in the patrol unit of the Sheriff's Department, incidents should be evaluated as to when, where and at what time they occur in order to ascertain particular patterns and periods of need. Figures 1 and 2 provide the basic support data, again based upon a sampling of the St. Clair County Sheriff's records. As can be seen, the department responds to or initiates an average of 36 incidents per day with peak days occurring on Mondays and Tuesdays with the peak time periods in the mid-afternoon. The following overall pattern emerges:

<u>Time Period</u>	<u>Average Incidents</u>	<u>Manpower Required*</u>
0000-0200	2.0	5.0

\* "Manpower Required" is determined by multiplying the average number of incidents by the average amount of time spent in handling an incident, (in this situation 2.5 hours).



FIGURE 1

AVERAGE REPORTED OFFENSES BY DAY OF WEEK  
SHERIFF'S DEPARTMENT  
ST. CLAIR COUNTY, MICHIGAN

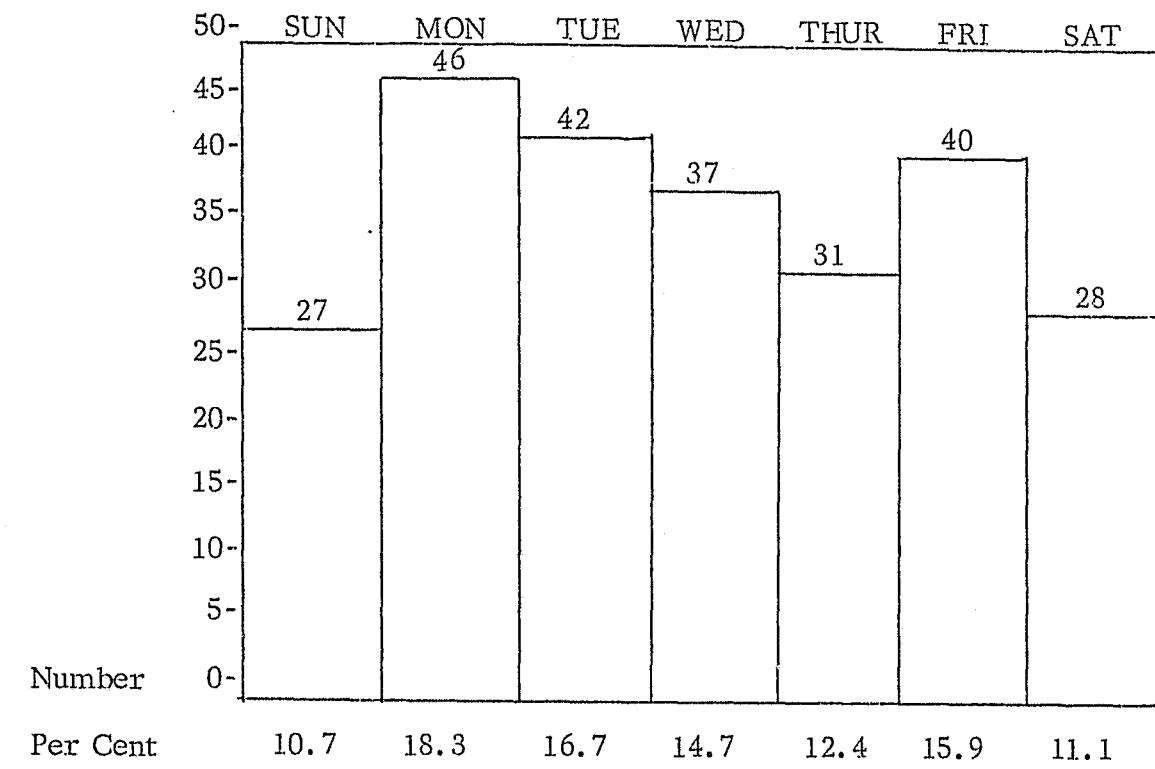
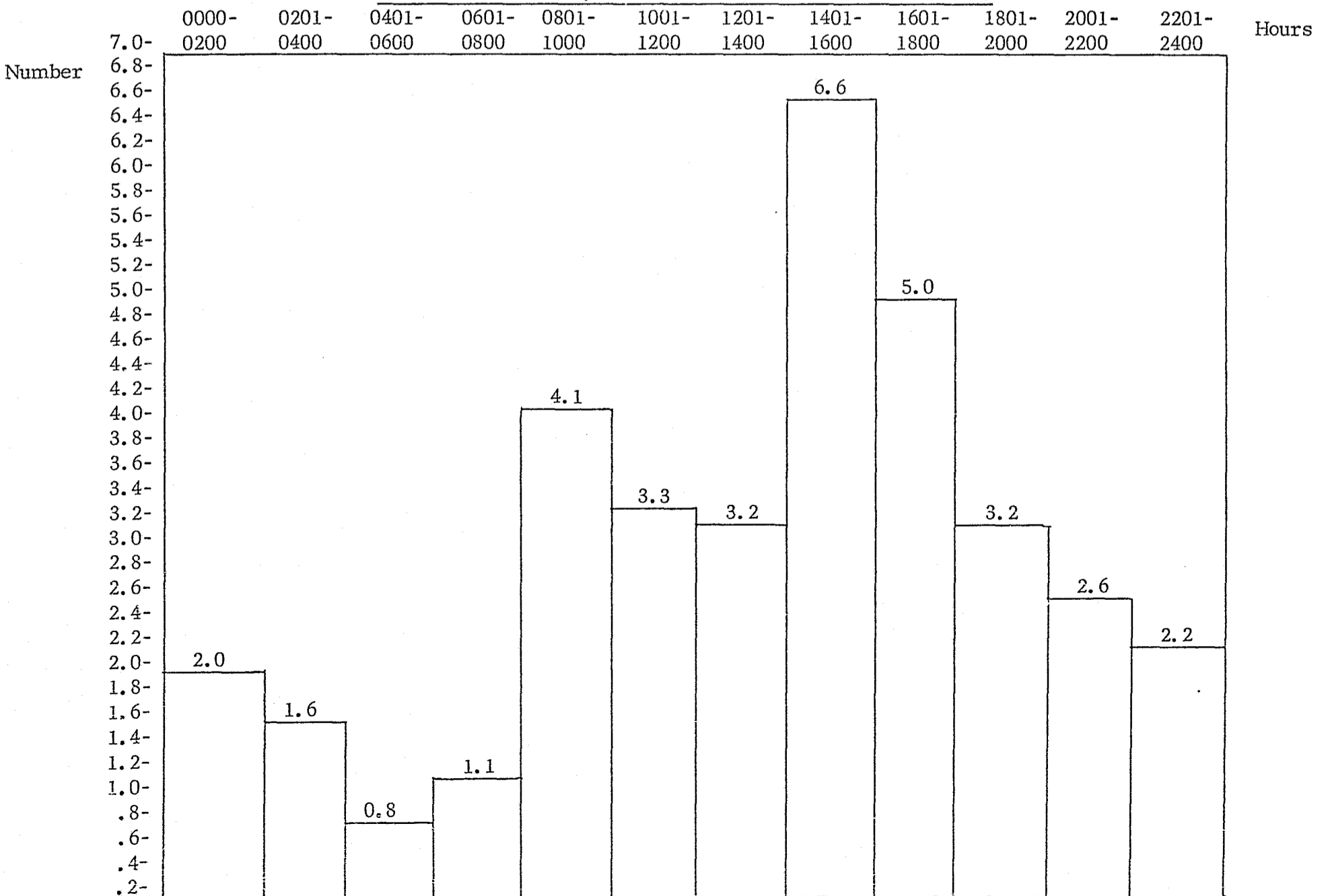


FIGURE 2

AVERAGE CALLS FOR SERVICE BY TIME OF DAY  
IN TWO HOUR INCREMENTS

ST. CLAIR COUNTY, MICHIGAN SHERIFF'S DEPARTMENT



	16	
0201-0400	1.6	4.0
0401-0600	0.8	2.0
0601-0800	1.1	2.7
0801-1000	4.1	10.2
1001-1200	3.3	8.2
1201-1400	3.2	8.0
1401-1600	6.6	16.5
1601-1800	5.0	12.5
1801-2000	3.2	8.0
2001-2200	2.6	6.5
2201-2400	<u>2.2</u>	<u>5.5</u>
Total	<u>35.7</u>	<u>89.1</u>

In an average 24-hour period the St. Clair County Sheriff's Department will handle 35.7 incidents requiring 89.1 man-hours to complete. The total man hours required to handle the average number of incidents is then multiplied by the availability factor of 1.6 to determine actual manpower requirements and that result (142.6) is then divided by 8.0 since each police officer works an eight hour day. The resulting figure, 17.8, is then rounded to 18 indicating that 18 deputies would be required, twenty-four (24) hours a day, to handle all calls for services for the St. Clair County Sheriff's Department based upon information drawn from a stratified sample of the records of that department.

This analysis can be checked in the following manner:

1. Estimated incidents annually (1,251 x 10.4%) = 13,010
2. Time required (2.5 hours per incident) = 32,525
3. Annual available hours per officer = 1,774
4.  $\frac{32,525}{1,774} = 18.3$

Assuming 18 deputy sheriffs are available for patrol duty, it is necessary to assign them to schedules consistent with fluctuations in activ-

ity levels. Theoretically one-quarter of the total patrol complement is available for duty each eight-hour day with one-quarter of the patrol personnel always on days off. This means 4.5 deputy sheriffs could be assigned per eight hour period. Such an arrangement, however, is not consistent with incident levels. Based upon the distribution of incidents discussed above, the following manpower allocation would be appropriate:

<u>Time Period</u>	<u>Per Cent Incidents</u>	<u>Patrol Level</u>	<u>Per Cent</u>
0000-0800	15.4	2	11
0800-1600	48.0	7	39
1600-2400	36.4	5	27

In summary it is recommended that the patrol force consist of 18 deputy sheriffs with two serving on the first watch, seven on the second and five on the third, each in one-person patrol units. Additionally, a sergeant should be assigned to each watch to function as the patrol supervisor, which will raise the total on-duty personnel to three, eight and five respectively for each on the watches. The sergeant's position should be that of supervisor, but, of course, the sergeant should be expected to respond to service requests if other patrol force personnel are otherwise engaged and to provide back-up assistance.

## SECTION IV. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A few general observations can be offered regarding departmental practices and policies which relate to the principal concern of this study, i.e., what is the most effective staffing arrangement for the Sheriff's Department in St. Clair County, Michigan.

Supervision

Mention was made earlier that while five sergeant positions are now in the process of being created there currently are no middle management positions within the Sheriff's Department. These positions, plus several others, are critically needed. A sergeant should be assigned to field duty at all times to provide overall supervision and support to field personnel. Four sergeant positions would be necessary to provide for 24 hour coverage with one sergeant always on days off. It is further suggested that a lieutenant's position be created to serve as patrol bureau commander and to be responsible for the overall management of all patrol functions. This means that the patrol unit should consist of 18 deputies, four sergeants and one lieutenant -- a total strength of 23 or a reduction of one from the current 24 deputies assigned to patrol.

There is need, too, for more effective supervision in the Jail Division. It is recommended that a supervisor's position be created and that person given overall management responsibility for the jail. It is further suggested that civilian personnel replace the sworn deputies serving as custody officers. Eight correctional officers plus a supervisor likely would be needed, a net increase of one person in the custody area.

Patrol Units and Shift Schedules

There is little justification for the operation of two-person patrol units by the Sheriff's Department. One argument advanced was that it is not possible to provide back-up to the more distant areas of the county and

therefore two men should be assigned to patrol units to provide for officer safety. This argument lacks validity when assessing where calls for service occur. As shown in Map 1 most requests for police assistance occur in the township area surrounding the City of Port Huron, i. e., Port Huron, Kimball and Fort Gratiot Townships. Back-up assistance can be arranged easily in an area such as this. Incidents occur rarely in the balance of the county and those that do are statistically more likely to be traffic or service problems, not criminal ones. A two-person patrol generally is most effective in densely populated areas with a high degree of crimes against persons. Continuation of two-person patrol units in St. Clair County makes little sense given these general facts.

Basic scheduling for shift change also should be modified. It is recommended that the Department return to a three shift schedule with the first watch occurring from 2400 to 0800, the second from 0800 to 1600 and the third watch from 1600 to 2400. Deputies should report one-half hour before their assigned shift is to officially begin work. Units on patrol should begin to come into the Sheriff's station beginning at 25 minutes prior to the scheduled shift change, roughly in 10 minute increments and proceed in that fashion until all the units are again on patrol duty. This arrangement should be managed conveniently because most patrol duty will be in the nearby unincorporated areas of the county.

#### Records and Communications

As noted earlier, the dispatcher currently serves as a de facto supervisor. With the addition of sergeants on each shift to handle the day-to-day supervisory tasks, there is less likelihood that the dispatcher position will serve the same important role it now does. These positions, over a period of time, should be converted to civilian ones, and the sworn personnel made available for other assignments.

The area occupied by the dispatch center is in a central location and serves as a natural collection point for visitors to the Sheriff's Depart-

ment. Although security doors were present, frequently they were observed as being open, an invitation for people to enter into the dispatch center. This adds unnecessary confusion to an already overburdened communications center. This area should be carefully restricted to cut down on the number of outside distractions. It is recommended that alternatives be explored to find ways in which administrative telephone calls could be channeled to the appropriate units without coming through the emergency network. In peak work periods it is extremely difficult to monitor all the radio communications traffic, dispatch and the like without having to handle routine inquiries which other personnel more suitably could handle. Finally, some modifications should be made to place the teletype machinery in a more accessible location (currently the dispatcher must go to another room in order to use the facility), to add a much needed paging system, and to re-examine the building security devices.

It is also suggested that a sergeant's position be created to have overall supervision of the communications and records system of the Department. A common supervisor for these two functions would enable the Department to have more effective control over needed management information such as that discussed above.

#### Follow-up Investigations

Once a case report has been completed by the responding officer it is typed and then placed in an open file area, by category, where all the deputies may review cases and ascertain what types of activities are occurring. If a particular case appears to need follow-up work, an officer may take whatever steps seem appropriate to complete it. One function of the proposed records and communications supervisor should be to serve as departmental report review officer and check each report for thoroughness and accuracy. (The patrol sergeant should have a role in the process too). More important, however, follow-up work should be assigned by a supervisor, not by each individual deputy, in order to maintain management control

and to guarantee that follow-up work is appropriate in each given instance. Modifications should be made in this area, perhaps between the patrol bureau commander and the undersheriff proper controls can be maintained.



**END**

*7/11/1944*