

THE WICHITA FALLS CONSORTIUM

THE LAW ENFORCEMENT
APPLICATION EVALUATION REPORT

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ACQUISITIONS

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PREFACE

This *Application Evaluation Report* (AER) deals with the Law Enforcement (LES) module operating in the Police Department of the City of Wichita Falls, Texas. It is the eighth in a series of nine such reports to be produced by the University of Kansas under its USAC subcontract with the City of Wichita Falls. This research is a part of the Integrated Municipal Information System (IMIS) project being carried on under a contract with the Federal Urban Systems Advisory Committee (USAC) by the City of Wichita Falls. USAC is a 10-agency consortium consisting of the Department of Housing and Urban Development, the Department of Health, Education, and Welfare, the Office of Management and Budget, the Law Enforcement Assistance Administration, the National Bureau of Standards, the Department of Transportation, the Defense Civil Preparedness Agency, the National Science Foundation, the Manpower Administration of the Department of Labor, and the Office of Economic Opportunity. The Department of Housing and Urban Development serves as the Government Technical Representative and as project contracting agent.

The Law Enforcement AER presents a final analysis of system impact on police procedures, manpower requirements, direct labor costs, and output utilization and the net changes which have occurred in the Police Department as a result of LES implementation.

The report contains four sections presenting the following information:

- an *Introduction* describing the Police Department, its relationship to other city departments, and a summary of key events in system development;
- a *System Overview* summarizing the Law Enforcement System and its role within the Department;
- an analysis of *System Impacts* through a series of integrated profiles for each of the 46 activities selected for study. The analysis encompasses operations profiles describing the changes in the procedures of the activities; manpower profiles describing changes in personnel, cost, time, and frequency of events, and distribution of workload; users profiles describing the institutions or individuals that refer to the output of the application, the purpose of their use, and the frequency with which they use the output in both pre- and postimplementation periods; and
- an analysis of the *Impact on Municipal Activity* evaluating the current system with respect to preimplementation functioning, efficiency, and further system modification.

The appendices provide information supplementary to the body of the report. These include:

- a description of the method used for calculating manpower profiles
- Police Department budgets for the fiscal years 1972-73, 1973-74, and 1974-75

- input documentation for LES
- job descriptions of department personnel during the pre- and postimplementation periods

The reader is urged to consult the University of Kansas report *Monitoring and Evaluation Methodologies in the Wichita Falls IMIS Project* (WFT2-5014) for a full discussion of the methodology used here. The definition and analysis of the specific activities treated herein are detailed in the *Wichita Falls Consortium Phase I Report, Analysis of Municipal Activities*, Volume III, Section IV—Public Safety Subsystem, Part I, Police, and its *Appendix*.

Finally, acknowledgements are due to a number of ISES and City personnel who have contributed to the completion of this report. First, Linda Biles and Elizabeth Mercer helped prepare the baseline data. Michael Huggins conducted the postimplementation data gathering, drafted this report, and solved a number of data problems. Tina Conchola and Ellen Parenteau typed the report drafts. In addition to these Institute personnel who were funded by the IMIS Project, several other persons contributed of their time and effort to complete this report. They included Diana Dexter, Laurie Goodrich, and Rachel Purvis who composed the report; Linda Thompson who edited it; and Darlene Harris, Roberta Senner Hofer, and Marcie Weems who provided general assistance. In the Police Department, Sgt. Whiteacre put up with innumerable rounds of University of Kansas personnel. He was especially patient with Edwards' and Huggins' questions and provided invaluable insight into the process of development. Col. Yeager was most helpful throughout the evaluation period. Additionally, many department personnel provided important data and graciously responded to the impositions placed on them. We are most thankful for their assistance.

JTE
Lawrence, Kansas
7/21/75

INTRODUCTION

The Wichita Falls Police Department (WFPD) has 155 employees: 1 chief, 119 civil service law enforcement officers, 32 clerical and operational, and 3 janitors. These personnel are assigned to three, eight-hour shifts, with the exceptions of several clerical staff members in Central Records and the officers in the Criminal Investigation Division who work either a standard eight to five or seven to three day. The Police Department is a part of the Wichita Falls Department of Public Safety and is under the direct supervision of the Director of Public Safety.

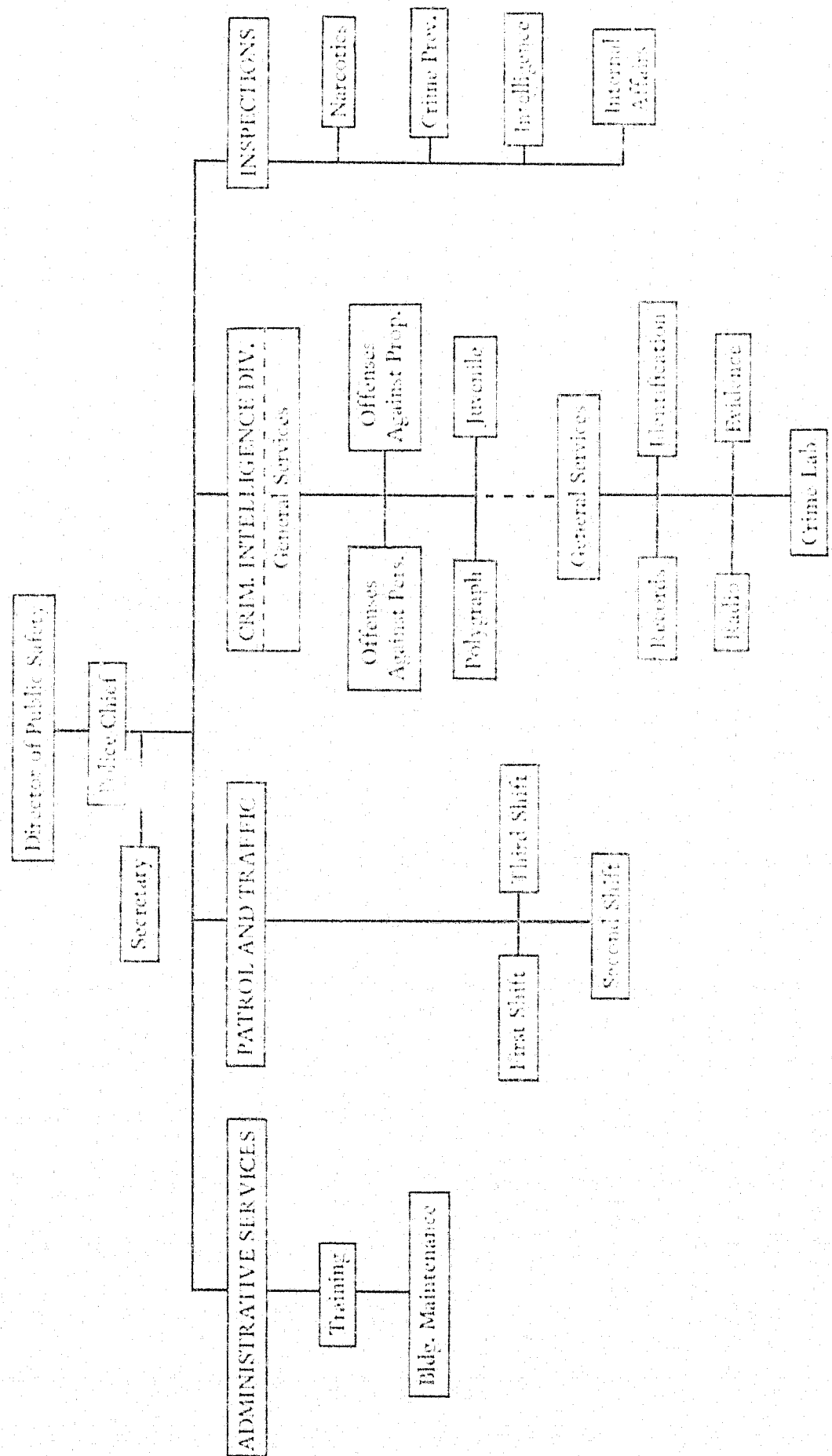
The Police Department is responsible for all law enforcement within Wichita Falls except for those areas within Sheppard Air Force Base which are under the jurisdiction of the military police, and for the guarding of school crossings; enforcement of parking meter violations, which are handled by the Traffic Engineering Department.

The Department's authority is derived from the City Charter and the subsequent ordinances passed by the City Council. In addition, the Department is subject to specific laws passed by the Texas State Legislature which provide that: 1) commissioned officers will come under the regulations of the Texas Civil Service Commission, and 2) each commissioned officer must meet a minimum of 240 hours of police training.

The operations of the Police Department, which are analyzed in this report, are performed by 10 of the 11 functional units of the Department, as organized in June, 1973 (see Police Department Organizational Chart, Exhibit 1). These 10 units are:

1. Administrative Services Division, responsible for routine administrative and planning activities;
2. Training Section, responsible for the development and presentation of both the Police Academy and training programs related to police activities;
3. Patrol and Traffic Division, responsible for patrolling the City and monitoring citizen and traffic activities;
4. Criminal Investigation Section, responsible for the investigation of felonies and major misdemeanors committed by adults;
5. Juvenile Section, of CID, responsible for the investigation of felonies and misdemeanors committed by juveniles;
6. Identification Section, a unit within the Patrol Division, responsible for the identification of persons and property;
7. Communications Section, a unit within the Services Division, responsible for communication linkages between officers in the field and all other elements of the Department;
8. Information Desk, a unit within the Patrol Division, responsible for providing a single point of contact with the public;

Exhibit I
Police Department Organization



9. Central Records Section, a unit within the Patrol Division, responsible for the maintenance of police records and files; and
10. Inspections Division, responsible for internal inspections and investigations, gathering criminal intelligence on known criminals, narcotic and vice-related investigations, Crime Prevention Unit, gathering and interpreting crime statistics and establishing workable programs to reduce crime incidence in target areas.

When the design of the Integrated Municipal Information System (IMIS) was initiated in Wichita Falls in 1970, a management study of police operations in the above units was already underway. This study, designed in 1969, focused upon the application of management techniques to police operations and was not, originally, concerned with any integration of police operations with other municipal departments. After initiation of the IMIS project, the focus of the original study became an evaluation of forms then being used and a determination of what changes would facilitate the conversion of these forms to a computer-based system of record-keeping. As a result of this study, a number of new forms were introduced to the Department in June, 1973. Partially as a result of the delayed completion of the study on forms, the design stage of the LES application, originally slated for completion on July, 1973, was not completed until June, 1974. Final implementation of LES is currently expected by June 30, 1975. Preimplementation interviews were completed in June, 1973. Due to USAC contract deadlines, postimplementation interviews were completed in March and April, 1975. As LES was not fully implemented when the final interviews were completed, the postimplementation data in this report do not necessarily reflect the full impact of LES on Police Department operations. Therefore, an attempt has been made to incorporate some evaluation of the incomplete nature of the implementation of LES into this analysis of the effects of LES on police operations.

With the above caveat in mind, the evaluations of the effects of the LES application contained in this report are based largely on comparisons of pre- and postimplementation studies and an examination of resulting changes in Police Department functions. The pre- and postimplementation studies focused on a number of separate operational functions within the Department identified as "activities." Information was then gathered on the operations, manpower usages, and users associated with each activity. Each activity was categorized by the following elements:

- trigger: an event which initiated the activity
- forms: the documents utilized to collect information to process the activity
- reference files: the organized information source involved or referenced in the processing of the activity
- output: the product resulting from the activity
- output files: in departmental files, either permanent or temporary, that store the output of the activity
- users: those who employ the output generated by the activity

The trigger and user categories were the primary indicators of the Department's interaction with other municipal activities.

Using these activity elements, data was gathered concerning the time spent on an activity, the time each personnel group (supervisory, operational, or clerical) spent on an activity, the direct labor cost per activity, and the users of each activity. Information on activity users was collected using the following classifications:

- Internal Users: departments in the City operations
- External Users: public agencies, private organizations, and citizens outside the City operations
- Direct Users: those who trigger (and receive) the output, or other City departments that rely on the output for a related activity
- Indirect Users: those who use information generated by the output for purposes unrelated to the application

Data on the activities were collected from interviews with Police Department supervisors, employees of the Department, the Wichita Falls Consortium Phase I Report, *Analysis of Municipal Activities*, Volume III, Section IV--Public Safety Subsystem F--Police, and its Appendix, and Departmental records and statistics.

In the LES application, 46 separate activities were identified and selected for purposes of analysis and evaluation. For this report these activities have been grouped according to the functional units in which the activities were performed. A listing of the activities and activity identification numbers (taken from the *Analysis of Municipal Activities* report) is provided below:

- I. Administrative Services Division
 - 401461 Budget Preparation
 - 401462 Payroll Preparation
 - 401463 Inventory Control
 - 401464 Motor Vehicle Control
 - 401465 Uniform and Plainclothes Record Keeping
 - 401466 Requisition Processing
- II. Training Section
 - 421471 Recruiting
 - 401472 Applicant Processing

- 401473 Police Academy Preparation
- 401474 Recruit Training (Police Academy)
- 401475 In-Service Training
- 401476 Special Training
- III. Patrol and Traffic Division
 - 401151 Officers' Response to Complaints
 - 401211 DWI/DUID Arrest Processing
 - 401212 Issuance of Traffic and Complaint Tickets
 - 401213 Investigation of Motor Vehicle Accidents
 - 401480 Processing of Arrestees: Stage I
- IV. Criminal Investigation Division
 - 401111 Complaint Investigation
 - 401112 Conducting Searches
 - 401113 Suspect/Arrestee Questioning
 - 401114 Polygraph Testing
 - 401115 Investigation of Death
 - 401116 Auto Theft Processing
 - 401117 Impounded Vehicle Processing: Stage II
 - 401118 Monitor Pawnshop Records
 - 401119 Pistol Processing
- V. Juvenile Section
 - 401121 Juvenile Processing
 - 401122 Locating Missing Juveniles
 - 401123 Crime Investigation

VI. Identification Office

- 401421 Updating Identification Records
- 401422 Evidence Collection
- 401423 Property Handling

VII. Communications Section

- 401431 Respond to Patrol Unit Request
- 401432 Routine Dispatching
- 401433 Accident Dispatching
- 401434 Alarm Monitoring

VIII. Information Desk

- 401451 Complaint Processing: Stage I
- 401452 Processing of Arrestees: Stage II
- 401453 Impounded Vehicles Processing: Stage I

IX. Central Records Section

- 401441 Complaint Processing: Stage II
- 401442 Complaint Files Inquiries Processing
- 401443 Traffic Accident Information Processing
- 401444 Arrest Information Processing
- 401445 Applicant Information Processing
- 401446 Property Processing

X. Inspection Division

- 401141 Narcotics Investigation and Vice-Related Investigations
- 401142 Criminal Intelligence Gathering
- 401143 Internal Affairs Investigations
- 401144 Intradepartmental Inspections
- 401145 Crime Prevention

SYSTEM OVERVIEW

As an operational component of IMIS, LES has been developed to serve cities ranging from 50,000 to 500,000 in population. LES is based on both standard law enforcement systems applications such as warrants, stolen property, etc., and more recently developed applications in automated police systems such as event recording, article registration/accountability, and premise check. Thus LES is designed to provide field and investigative personnel with timely information as well as to serve police administration by providing decision-making information concerning the allocation of resources, area activities, time analysis of events, etc.

The overall system objectives have been established for LES. These are:

1. to assist in the prevention and reduction of crime;
2. to protect the officer on the street by providing timely and accurate information;
3. to assist the investigators with complete information for easier and more accurate performance of their functions;
4. to provide supervisory and management personnel with statistical information for decision making;
5. to provide a common data base and information network capable of data exchange with local, state, and national systems;
6. to reduce the clerical effort necessary for complying with local, state, and national reporting requirements; and
7. to provide a higher degree of information security and access availability than was afforded by the previous manual system.

LES is designed to operate in an environment of both on- and off-line applications. Each application is designed with specific capabilities and was implemented with either on-line real-time response or off-line delayed response, or both. For each application the value of real-time information handling has been weighed against the requirements of supporting an additional teleprocessing application. On-line communication between the Police Department and the system has been accomplished through the use of IBM video display terminals. All data input has been accomplished on-line through these terminals in order to allow real-time editing and to insure source document security. This editing function has been done under the control of Data Entry, a separate application of the IMIS project which interfaces with IBM's Customer Information Control System (CICS) and provides data editing, batch entry control, off-line interfacing of other application programs, and other features. Communication between LES and the Texas Crime Information Center (TCIC) and the National Crime Information Center (NCIC) has been accomplished through an IBM 2701 telecommunication controller and high speed leased telephone lines of the Texas Department of Public Safety (DPS).

On-line processing is primarily used to support field personnel. Officers are able to access LES by radio communications through the dispatcher or terminal operator in the communications section of the Police Department. Off-line processing is used primarily for supervisory and investigative personnel and performs three major functions. These include: 1) the updating of event and premise check files, 2) the reorganization and purging of the system files, and 3) the production of printed reports from all files.

The Law Enforcement System consists primarily of a law enforcement data base and nine processing components. The information contained within the data base and around which the processing components were designed consists of the information that has been collected or generated by police activities. This information has been divided into three major categories.

The first category is that of person-related information, which is information collected or generated as a result of police contact with an individual. In some cases, the investigating officer determines whether the person contacted should be entered into the automated system. Examples of person-related information include:

- . persons requesting police services
- . subjects of warrants and other wanted persons
- . drivers of vehicles involved in accidents
- . purchasers of handguns
- . holders of solicitor, child-care, taxi, alcohol, and other permits or licenses
- . arrestees and other persons detained on suspicion
- . suspicious persons encountered during police activities

A second category of information is that of article-related information, or information generated when articles or items of personal property are involved in police activities. Examples of article-related information include:

- . stolen or lost articles
- . articles found, recovered, impounded, or confiscated by the Police Department
- . registered articles
- . articles wanted or of interest, usually related to a crime
- . pawned articles, or those sold to secondhand dealers
- . suspicious articles encountered during police activities

The third category is event-related information, which is information initially triggered when the Police Department receives a call for service. Succeeding events then sometimes cause the gathering of additional information pertaining to the original call for service. Examples of event-related information would include:

- . complaint investigations
- . crime investigations
- . accident investigations

All information known by the Police Department about any person, article, or event is contained within the law enforcement data base. Portions of the data base have been automated while other segments have been designed as manually maintained files. The data in each of the three information categories are thus maintained in both manual and automated files and are cross-referenced among categories. The purpose of the automated files is to serve as a summary of, and index to, the manual files. The manual files have been designed to serve as the source of complete information regarding each person, article, or event and to contain all records required by law.

For person-related information, the Police Department maintains two manual files. The first of these is the Photo File, which contains the 35 mm color negatives of the photographs taken of arrested persons and of persons who have applied for a permit, license, or Police Department related city employment. The second manual file is the ID file, which is the main source of information regarding arrested persons of interest to the Police Department. This file contains various source documents, including:

- . arrest card
- . color photograph (if arrested for a felony or major misdemeanor)
- . fingerprint card
- . criminal history record
- . FBI and Texas DPS Arrest Summary Sheets
- . pistol sale/mail order gun sale records
- . field interview reports
- . applicant forms
- . probation/parole status sheet

Both the Photo File and ID File were maintained prior to the design of LES.

Two groups of files have been maintained within IMIS which relate to persons of interest to the Police Department. The first group of files is the IMIS Integrated Data Base, which contains the Integrated Persons File and the Police Persons File. The Integrated Persons File is an ISAM file which contains at least one record for each person or corporation within IMIS. Multiple records are maintained if the person is known by more than one name (alias records). Each record has been designed to contain the following identification data:

- . persons full name/company name
- . race
- . sex
- . date of birth
- . Geographic Base Index System (GBIS) address code
- . telephone number
- . miscellaneous identification numbers

The Police Persons File is a DAM file which uses the person's NYSIIS code as its key. The NYSIIS code is a unique 10-character, alphanumeric name assigned to each name in the persons file and based partially on the last name of each person. Each record in this file may contain the following data:

- . scars and marks
- . arrest summaries
- . registration information
- . accident summaries
- . warrant information
- . field interview information

The second grouping of automated persons files is the Law Enforcement Police Extension File. This is an ISAM file which contains additional arrest and accident segment information not provided for on the Police Persons File due to limited capacity.

For article-related information, the Police Department maintains six manual files. These include the following:

1. Article Control Card File, containing records of all articles (excluding autos) reported lost or stolen through complaint;
2. Vehicle Control Card File, containing a record of all vehicles which were impounded, confiscated, stolen, or associated with an arrested person;
3. Evidence and Property Control Log (maintained by the evidence and property supervisor/custodian), containing property identification, tagging, and receipt information;
4. Pawned Transaction Forms File, containing duplicate pawnshop tickets issued by each pawnshop;
5. Secondhand Dealer Forms File, containing log sheets completed by each secondhand dealer and collected weekly by the Police Department; and
6. Article Supplement to Investigation Report, containing information supplemental to the Investigation Reports.

Three automated files concerning article information are maintained by the Police Department. The first of these is the Article Master File, a direct access file which contains a record for each article in the system. On-line access to the Master File is by way of the Article Serial Number Index File or the Article Registration Number Index File. Off-line access provides for a search of the Master File serially for purposes of report generation. The second file is the Article Serial Number Index File, an ISAM file which contains Article Master File record keys used by on-line programs for accessing the Article Master File. The third file is the Article Registration Number Index File, another ISAM file which contains the Article Master File record keys used by the on-line programs for accessing the Article Master File.

For event-related information, the Police Department maintains two manual files and two automated files. The manual files include the Dispatch Card File, containing all dispatch cards in case number order, and the Investigation Case Folder File, containing one or more of the following:

- . Complaint Investigation Form
- . Accident Investigation Form
- . Article Supplement to the Investigation Form
- . Narrative Continuation Form
- . Arrest Card

The automated files include the Accident File, an ISAM file containing Accident Person Records and Accident Vehicle Records, and the Police Event File, an ISAM file containing:

- . Control Segment
- . Complaint Segment
- . Basic Investigation Segment
- . Unfounded Case Segment
- . Stolen Property Segment
- . Recovered Property Segment
- . Accident Investigation Segment
- . Police Action Segment
- . Case Disposition Segment
- . Arrestee Segment
- . Back-up Unit Segment

A fourth category of information is contained in the Premise Check File. The manual file is in the data sequence and is the source document completed by the Police Information Officer and/or Records personnel. The automated Premise Check file contains data relating to premise checks required by the Police Department.

In conjunction with the design of the law enforcement data base, nine processing component modules have been designed to perform specific portions of the total LES processing requirements. Each component is designed to access/update specific input and to produce specific output. The nine processing modules are:

1. Persons Processing
2. Persons Reporting Process
3. Articles Processing
4. Articles Reporting Process
5. Event Processing
6. Event Reporting Process

7. General Information Processing
8. Communications Processing
9. Premise Check Processing

Persons Processing is the major link of LES to the IMIS integrated data base. The system is designed so that it can be implemented using a Devoted Police Persons File. This component is an on-line activity characterized by the ability to add, modify, delete, or query the information in the police files directly from an on-line terminal. All activity is initiated by a query to determine whether a record was already on file, thus avoiding the duplication of records. The interface of the Persons Processing, General Information Processing, and Communications components provides for the retrieval and updating of the TCIC and NCIC persons-related files. This interface provides access to these two files with data concerning:

- . missing persons
- . wanted persons
- . warrants
- . arrests
- . registration of stolen property

The Persons Reporting Process involves a group of off-line batch programs triggered by on-line report requests designed to serve the purpose of producing all persons-related reports. This component is also designed to perform the reorganization and purging of all persons-related files. The Persons Reporting Process is designed to produce the following report:

- . Jail Inventory, a daily jail count;
- . Booking Summary, a daily listing of all persons booked in the preceding 24 hours;
- . Warrant List, a weekly listing of all outstanding warrants;
- . Registrant Listing, a monthly listing of all registrations (pistols, permits, licenses, etc.);
- . Suspect List, an "on request" listing generated per query parameters; and
- . Arrestee Disposition Report, a daily listing of all arrestees.

Articles Processing is an on-line application which provides for the retrieval and update of police encountered articles. The component uses a much broader inclusion principle than most systems since much more than stolen articles are of interest to the application. In addition to stolen articles, information may be entered by Articles Processing

on pawned articles, guns that have been purchased or registered, or articles that have been acquired by the Police Department in the exercise of their duties, i.e., found, recovered, confiscated, or impounded. Data stored in the article file include such information as article storage location, evidence tag, and final disposition. Articles are purged on a time expiration basis but are always listed on an upcoming purge report, and can be held longer than the normal period if desired. Automobiles have been included under this component rather than under a separate vehicle file.

The Articles Reporting Process is a group of off-line batch programs used for producing all article-related parts. This component also performs local article file reorganization and purging. Articles Reporting Process has been designed to produce the following reports:

- . Daily Transaction Report, a listing of all articles added, modified, or deleted;
- . Possible Stolen Property Report, a daily report for all matching pawned and stolen articles;
- . Out-of-Town Pawned Article Notice, a daily report in letter form for all new out-of-town transactions, which was mailed to the police jurisdiction of the pawnee;
- . Property Purged Report, a weekly report for all articles which were purged the preceding week;
- . Property To Be Purged Report, a weekly report of all articles that will be eliminated from the files the following week;
- . Property Disposition Report, a monthly report of all articles which were disposed of during the previous month;
- . Property Inventory Report, a monthly report of all articles acquired during the preceding month; and
- . Stolen Property List, a monthly listing of all articles reported stolen during the previous month.

The Event Processing component records all events for reporting and analysis purposes. An event has been defined as any occurrence that results in a call for police service. The first source document used to collect event data is the dispatch card, which is filled out by the police dispatcher. This action establishes a case number. Other reports involved in Event Processing include complaint/criminal investigations, accident investigations, and arrest reports. All of these are tied to an event by the case number. Event Processing functions to create, modify, or delete these event records in order to retain desired police information.

The Event Reporting Process component, as do the other reporting components, consists of a group of off-line batch programs designed to produce all event-related reports. The passing of time or the actual report request have been decreased to trigger transaction

notices to the Event Reporting Control Program, which would then initiate the following reports:

- . Outstanding Investigation and Accident Report, a weekly listing of all crime and accident investigative reports which had not been filed by the investigating officer;
- . Special Area Offense Report, an on-request listing of offenses and accidents committed in a selected beat or census tract during a specific time period;
- . Geographic Workload Summary, an on-request listing of the total number of events occurring in a specific beat or geographic area;
- . Investigation/Prosecution Effectiveness, a monthly listing showing prosecution clearance and crime rates for monthly periods as well as the year-to-date;
- . Time Analysis Summary, an on-request report showing the total number of events occurring during a specified time period;
- . Detailed District Time Analysis, an on-request report providing information regarding day, response, and investigative time for each type of event during a specific time period;
- . Criminal Investigation Division (CID) Case Assignment, a weekly listing providing a breakdown of each case filed by an officer; and
- . CID Case Summary, a weekly listing of all case assignments and their status.

The General Information Processing (GIP) component is designed to transmit information to all components of LES, or any of the remote systems such as TCIC, NCIC, etc., and also to route security violation information and messages among these systems. GIP routes all transactions to any potentially affected application. Thus, GIP insures that the City's input to TCIC and NCIC is consistent with its local files. This component also insures that delete functions were routed to accomplish attrition from all files. Since GIP routes transaction to all affected system components, only one entry of a given transaction is required, thereby reducing operator workload.

The Communications Processing modules are designed to provide linkage between LES and four remote systems: TCIC, NCIC, Texas Motor Vehicle Registration, and Texas Drivers License. The Communications Processing module operates under the control of GIP. The interface between these two components is designed so that all remote system characteristics are isolated in the Communications application. Thus, it is the only portion of IMIS LES to be dependent on remote installations. The Communications component is able to accept two types of input. The first is local transactions from the Persons and Articles Processing components that have to be transformed into corresponding remote transactions. The second type is operator entered direct transactions against remote systems. If the first type of input applies, the Communications component transforms it to the second type of input. At this point the transaction is assigned a remote message identification number and is then transmitted to the remote system. If the remote facility is down, the direct transmission is a query for later transmission. If the remote facility has not

responded by the time all local searches have been completed, or within a predetermined interval. GIP then returns all available information, informing the operator of a delayed response.

The ninth processing module is the Premise Check Processing component. This is designed to provide citizens with the opportunity to request the police to patrol premises, both residential and commercial, that are temporarily vacant or have recently experienced criminal activity. This component is designed to create and maintain records and to produce by police beat, in address order, a daily Premise Check List. Source data are collected on the Premise Check Request Form and are then entered into the system via on-line video terminals. An off-line program then updates the file and printed reports.

The design and development of LES presented rather unique problems in establishing adequate safeguards against the misuse of the sensitive data processed through the Police Department. Both state and federal law enforcement guidelines required that the WFPD protect its sensitive file data, information pertaining to the criminal histories of persons, from unauthorized access. To provide adequate protection for LES, a number of security procedures have been designed into the system. At the core of these procedures has been the regulation of operator access to terminal screens. Each terminal operator in the Police Department has been provided with a unique sign-on code which clears that operator to access only specified files. Attempts to access files other than those cleared by the sign-on code results in recorded security violations.

These security procedures have been developed around on-line activities, off-line activities, and report preparation. On-line activities include persons and articles processing and are characterized by the ability to add, modify, delete, or query the information in the police files directly from a terminal. For Persons Processing, the following security filters have been established:

1. The files accessed by the transaction must not be beyond the clearance of the operator's sign-on code.
2. If the transaction involves any file alterations, it has to be performed between 7:00 a.m. and 5:00 p.m.; at other times the terminals are restricted to query only.
3. If the transaction involves alteration of any sensitive data, a log record will be generated.

Moreover, the LES persons segments are stored on files separate from IMIS persons data base records, and can be accessed only by transaction initiated at a police terminal. The safeguards for Articles Processing functions are similar to those of Persons Processing, although somewhat less restricted.

The Event Processing and Premise Check functions have been designed to operate in off-line modes. The following steps have been taken to protect these off-line activities from misuse:

1. All data are entered on Police Department terminals, eliminating any need for source documents to leave the records section.
2. Sign-on criteria have to be met.
3. The transaction cannot be beyond the security access level of the operator.

Since LES is designed to produce numerous aggregate and detail level reports for various divisions of the Police Department, a number of provisions have been instituted to protect the production of these reports. First, unless a report program confirms that a request for a report has been made from a Police Department terminal, the program will terminate without producing the report. Second, report requests can only be made from properly signed-on police terminals. Third, all reports are designed to be printed directly on a Police Department remote printer, eliminating the presence of the printed reports in the Data Processing Center. Moreover, the printing of the reports has been designed to be delayed until an operator in the police records division, with a sufficient security clearance, can initiate the printing of the report.

EFFECTS OF LES ON POLICE DEPARTMENT ACTIVITIES

This section of the report provides an assessment of the effects of LES on Police Department activities, based on a comparison and analysis of the pre- and postimplementation studies of the Department. Data collected in these studies have been utilized to evaluate the impact of the automated system on the operations, manpower, and users of each of the 46 activities listed above in the Introduction. These activities have been grouped according to the functional unit of the Department in which the activities are performed and will be discussed by the 10 functional unit groupings. Following each narrative discussion of the activities of an organizational unit, the data sheets for the operations profile, manpower profile, and users profile of those activities have been included. These sheets contain the data collected for each activity for both the pre- and postimplementation periods.

Before continuing with an analysis of the pre- and postimplementation studies, brief mention must be made of several factors which acted as constraining forces on this report's assessment of the effects of LES. As has been noted earlier, LES was not fully implemented when the postimplementation studies were completed in March, 1975. Thus, data collected on Department activities reflected operation and manpower expenditures of a LES that was only partially implemented. Another factor acting as a constraint on this assessment was the fact that record-keeping procedures had been altered for some activities between the pre- and postimplementation study. In some instances, figures for activity frequencies changed more than 200 percent between the two studies, largely due to a change in the method of determining activity frequencies. The analysis of the effects of LES on the Police Department has been prepared with these constraining forces in mind.

Administrative Services Division

The first functional unit to be discussed is the Administrative Services Division (ASD) which is involved with routine administrative and planning activities and has responsibility for the completion of the following activities: 1) budget preparation, 2) payroll preparation, 3) inventory control, 4) motor vehicle control, 5) uniform and plainclothes record-keeping, and 6) requisition processing. By and large, the operations of ASD have not been directly affected by the implementation of LES. Changes in procedures that have occurred have been the result of a reorganization of administrative and record-keeping practices and not the result of an interaction with the LES application. The changes in operations have not greatly affected the total manpower expenditures of ASD although there have been rather large amounts of fluctuation for individual activities. Completion of the above six activities in ASD required 1,487.5 man-hours at a labor cost of \$6,780.48 during the preimplementation period 1973. Corresponding figures for the postimplementation period 1975 are 1,516.66 man-hours and \$6,472.28, a slight cost savings. A summary of activity expenditures for ASD for both pre- and postimplementation is provided in table 1.

The first activity (Activity 401461) is that of budget preparation in which ASD prepares the annual police budget for the following fiscal year in cooperation with each of the Division Heads of the Police Department. The activity occurs each June and involves considerable participation by the Police Chief. Briefly, this activity involves a number of meetings of the Police Chief and Administrative Officer with the City Manager and Director of Public Safety concerning the budget for the coming year. For the Police Department, preparation of budget proposals also involves each Division Head; i.e., Central Records,

TABLE 1
Summary of Activity Expenditures for the Administrative Services Division

Activity	Activity Number	Preimplementation 1973				Postimplementation 1974			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Budget Preparation	401461	1	259.50	1,579.78	1,579.78	1	247.00	1,587.40	1,587.40
Payroll Preparation	401462	27	594.00	1,922.13	71.19	27	594.00	2,334.96	86.48
Inventory Control	401463	636	477.00	2,695.05	4.24	60	30.00	154.50	2.58
Motor Vehicle Control	401464	180	15.00	69.15	.38	260	21.66	111.58	.43
Uniform and Plainclothes Record Keeping	401465	4	32.00	147.52	36.88	52	104.00	380.64	7.32
Requisition Processing	401466	55	110.00	366.85	6.67	260	520.00	1,903.20	7.32
Total These Activities			1,487.50	6,780.48			1,516.66	6,472.28	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Budget Preparation

AM-10 ACTIVITY NO.: 401461

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: • June of each year	TRIGGER: • June of each year
FORMS: • Budget Forms	FORMS: • Budget Forms
REFERENCE FILES: • Expenses File • Requisition • Pay Authorization • Petty Cash Voucher	REFERENCE FILES: • Expenses File • Requisition • Pay Authorization • Petty Cash Voucher
OUTPUT: • Proposed Budget • Revised Budget • Budget Summary (Police Dept. only)	OUTPUT: • Proposed Budget • Revised Budget • Budget Summary (Police Dept. only)
OUTPUT FILES:	OUTPUT FILES:
USERS: • Finance • Director of Public Safety	USERS: • Finance • Director of Public Safety

MANPOWER PROFILE

APPLICATION: Law EnforcementDEPARTMENT: PoliceACTIVITY: Budget PreparationA4-10 ACTIVITY NO.: 400461

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>1</u> per year						Activity Frequency <u>1</u> per year					
Est. Activity Time <u>15,570</u> minutes						Est. Activity Time <u>14,820</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
501	S	1	74.25	\$7.18	\$ 533.12	501	S	1	85	7.91	672.35
501	S	3	185.25	5.65	1046.66	504	S	1	62	5.15	319.30
						503	S	1	25	5.76	144.00
						502	S	1	25	6.21	155.25
						502	S	1	25	6.40	160.00
						503	S	1	25	5.46	136.50
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	4	259.50	13.1	3.2	\$1579.78	Supervisory	6	247	11.89	1.98	\$1587.40
Operational						Operational					
Clerical						Clerical					
Total Direct Labor <u>\$1579.78</u>						Total Direct Labor <u>\$1587.40</u>					
Direct Labor Cost per Activity \$ <u>1579.78</u>						Direct Labor Cost per Activity \$ <u>1587.40</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Exchange of Relevant Information to Prepare the Budget

ACTIVITY: Budget Preparation

AM-10 ACTIVITY NO.: 401461

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☐ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Finance Department	Budget Preparation	1	year	1	year
Director of Public Safety	Budget Preparation and Approval	1	year	1	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

Criminal Investigation, Traffic and Patrol, etc. There has been no change between pre- and postimplementation in the procedures by which the budget is prepared. Standard municipal budget forms are utilized, and the same files on expense, requisitions, pay authorizations, and petty cash vouchers are referenced in determining the estimated fiscal requirements for the coming year. In 1973, budget preparation involved 238.50 man-hours at a cost of \$1,579.78, with a total labor cost of \$1,587.40. The principal users of this activity have remained the Finance Department and the Director of Public Safety.

The second activity (Activity 401462) is preparation of the payroll, a biweekly operation triggered by receipt of the Time Sheet from Data Processing. This activity involves the reporting of time and attendance for Department employees and the adjusting of employee earning rates as required. No procedural change has occurred in this activity between the pre- and postimplementation periods. The Administrative Officer still reviews the Pay Change File, a file containing names of personnel due for pay increases and notifications of employee overtime. He then initiates the appropriate action for pay changes or personnel action to correct and complete the Time Sheet. Although the 594 man-hours required to complete this activity remained the same, labor costs increased from \$1,922.13 to \$2,334.96 due to personnel changes and salary increases. The principal users are the Finance Department and the Personnel Department.

An administrative reorganization of procedures resulted in a significant decrease in labor costs for the third activity, inventory control (Activity 401463). This activity is triggered whenever new property is acquired, property is transferred, or property is deleted from the property log books. For each of these property operations, a Property Control Report is completed by the Administrative Offices and forwarded to the Finance Department and any other departments involved in property transferral. Yellow copies of the Property Control Report are retained by the Administrative Officer for property acquisitions or transfers. Pink copies of the Control Report are retained for property deletions. All copies of the Control Report are maintained in the Property Inventory File. Although the forms and procedures for this activity have not changed, a large savings in time and money was accomplished by having the activity performed five times a month instead of two to three times a day. This reduced the man-hour requirements from 477 hours to 30 hours and, together with a change in the supervisor responsible for the activity, resulted in a labor cost savings of over \$2,200.00. The principal users of this activity have remained the Finance Department and Data Processing.

ASD is responsible for assuring an adequate and serviceable motor vehicle fleet for the Police Department at all times. The performance of that responsibility involves the activity of motor vehicle control (Activity 401464). Basically this activity includes the coordination by ASD of three processes: development of vehicle specification, administration of vehicle maintenance, and periodic review of the vehicle fleet conditions. As with several other activities in ASD motor vehicle control has undergone slight procedural modification as a result of management actions not directly related to LES. Although the forms and reference files currently being used are the same as those used during the preimplementation period, the activity is now performed daily Monday through Friday. During the preimplementation period, the activity was performed roughly every two days. Due to the increase in man-hour expenditures, from 15 hours to 21.66 hours, and to a salary increase, the annual labor costs for this activity rose from \$69.15 to \$111.58. The primary user of this activity has remained the Municipal Central Garage.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Payroll Preparation

AN-10 ACTIVITY NO.: 401462

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Bi-weekly Time Sheet (A-B) received from Data Processing 	TRIGGER: <ul style="list-style-type: none"> • Bi-weekly Time Sheet (A-B) received from Data Processing
FORMS: <ul style="list-style-type: none"> • Bi-weekly Time Sheet • Overtime approval • Court appearance record • Absence record 	FORMS: <ul style="list-style-type: none"> • Bi-weekly Time Sheet • Overtime approval • Court appearance record • Absence record
REFERENCE FILES: <ul style="list-style-type: none"> • Pay Change File (DFA-1) 	REFERENCE FILES: <ul style="list-style-type: none"> • Pay Change File (DFA-1)
OUTPUT: <ul style="list-style-type: none"> • Completed bi-weekly Time Sheet (A-B) • Personnel Action (Form P-6) 	OUTPUT: <ul style="list-style-type: none"> • Completed bi-weekly Time Sheet (A-B) • Personnel Action (Form P-6)
OUTPUT FILES: <ul style="list-style-type: none"> • Personnel File (DFA-8) • Payroll Book (DFA-9) 	OUTPUT FILES: <ul style="list-style-type: none"> • Personnel File (DFA-8) • Payroll Book (DFA-9)
USERS: <ul style="list-style-type: none"> • Finance • Personnel 	USERS: <ul style="list-style-type: none"> • Finance • Personnel

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Payroll Preparation

AM-10 ACTIVITY NO.: 401462

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>27</u> per year						Activity Frequency <u>27</u> per year					
Est. Activity Time <u>1320</u> minutes						Est. Activity Time <u>1320</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	S	1	351.00	\$ 4.05	\$1421.55	504	S	1	351.00	5.15	1807.65
117	C	1	243.00	2.06	500.58	117	C	1	243.00	2.17	527.31
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	351.00	17	2	\$1421.55	Supervisory	1	351	16.91	2	\$1807.65
Operational						Operational					
Clerical	1	243.00	12	12	\$ 500.58	Clerical	1	243	11.71	11.71	\$ 527.31
Total Direct Labor					\$1922.13	Total Direct Labor					\$2334.96
Direct Labor Cost per Activity					\$ 71.19	Direct Labor Cost per Activity					\$ 86.48

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Exchange of Payroll Information

ACTIVITY: Payroll Preparation

AM-10 ACTIVITY NO.: 401462

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Finance Department	Information needed to prepare payroll	2	month	2	month
Personnel Department	Notice of change in status of employee	2	month	2	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Inventory Control

AI-10 ACTIVITY NO.: 401463

<p>Pre-Implementation Date: <u>6/11/73</u></p>	<p>Post-Implementation Date: <u>3/75</u></p>
<p>TRIGGER:</p> <ul style="list-style-type: none"> • New property is acquired, property is transferred, or property is deleted 	<p>TRIGGER:</p> <ul style="list-style-type: none"> • New property is acquired, property is transferred, or property is deleted
<p>FORMS:</p> <ul style="list-style-type: none"> • Property Control Report (Form A-10) 	<p>FORMS:</p> <ul style="list-style-type: none"> • Property Control Report (Form A-10)
<p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Property Inventory File (DFA-5) 	<p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Property Inventory File (DFA-5)
<p>OUTPUT:</p> <ul style="list-style-type: none"> • Property Control Report (Form A-10) 	<p>OUTPUT:</p> <ul style="list-style-type: none"> • Property Control Report (Form A-10)
<p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Property Inventory File (DFA-5) 	<p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Property Inventory File (DFA-5)
<p>USERS:</p> <ul style="list-style-type: none"> • Finance • Data Processing 	<p>USERS:</p> <ul style="list-style-type: none"> • Finance • Data Processing

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Inventory Control

AA-10 ACTIVITY NO.: 401463

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>636</u> per year						Activity Frequency <u>60</u> per year					
Est. Activity Time <u>45</u> minutes						Est. Activity Time <u>30</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
501	S	1	477.00	\$5.65	\$2695.05	504	S	1	30	5.15	154.50
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	477.00	23	23	\$2695.05	Supervisory	1	30	1.44	1.44	\$ 154.50
Operational						Operational					
Clerical						Clerical					
Total Direct Labor <u>\$2695.05</u>						Total Direct Labor <u>\$ 154.50</u>					
Direct Labor Cost per Activity \$ <u>4.24</u>						Direct Labor Cost per Activity \$ <u>2.58</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Notice of change in inventory

ACTIVITY: Inventory Control

AM-10 ACTIVITY NO.: 401463

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Finance Department	Update on inventory records	53	month	5	month
Data Processing Department	Update master list of property	53	month	5	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Motor Vehicle Control - Administration of Vehicle Maintenance

AN-TO ACTIVITY NO.: 401464

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Approval of Budget • Equipment Report (M-2) received from Officer • Oil change schedule (M-5) received from central garage • Monthly maintenance report (M-4) from Data Processing 		TRIGGER: <ul style="list-style-type: none"> • Approval of Budget • Equipment Report (M-2) received from Officer • Oil change schedule (M-5) received from central garage • Monthly maintenance report (M-4) from Data Processing 	
FORMS: <ul style="list-style-type: none"> • Vehicle Specifications • Equipment Report (M-2) • Oil change Disposition sheet (M-1) 		FORMS: <ul style="list-style-type: none"> • Vehicle Specifications • Equipment Report (M-2) • Oil change Disposition sheet (M-1) 	
REFERENCE FILES: <ul style="list-style-type: none"> • Record Maintenance Expenses 		REFERENCE FILES: <ul style="list-style-type: none"> • Record Maintenance Expenses 	
OUTPUT: <ul style="list-style-type: none"> • Vehicle Specification • Vehicle Operating Expense Report (M-3) • Oil Change Disposition Sheet (M-1) • Replacement List 		OUTPUT: <ul style="list-style-type: none"> • Vehicle Specification • Vehicle Operating Expense Report (M-3) • Oil Change Disposition Sheet (M-1) • Replacement List 	
OUTPUT FILES: <ul style="list-style-type: none"> • Police Vehicle File (DFA-4) • Record Maintenance Expenses • Vehicle Registration 		OUTPUT FILES: <ul style="list-style-type: none"> • Police Vehicle File (DFA-4) • Record Maintenance Expenses • Vehicle Registration 	
USERS: <ul style="list-style-type: none"> • Central Garage 		USERS: <ul style="list-style-type: none"> • Central Garage 	

MANPOWER PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police

ACTIVITY: Motor Vehicle Control - Administration of Vehicle Maintenance AM-10 ACTIVITY NO.: 401464

Pre Implementation						Post-Implementation					
Date: <u>12/6/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>180</u> per year						Activity Frequency <u>260</u> per year					
Est. Activity Time <u>5</u> minutes						Est. Activity Time <u>5</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
504	S	1	15.00	\$4.61	\$69.15	504	S	1	21.66	\$5.15	\$111.58
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	15.00	1	2	\$69.15	Supervisory	1	21.66	1.04	2	111.58
Operational						Operational					
Clerical						Clerical					
Total Direct Labor <u>\$69.15</u>						Total Direct Labor <u>\$111.58</u>					
Direct Labor Cost per Activity \$ <u>.38</u>						Direct Labor Cost per Activity \$ <u>.43</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Notice of maintenance or repair to motor vehicle

ACTIVITY: Motor Vehicle Control - Administration of Vehicle Maintenance

AM-10 ACTIVITY NO.: 401464

PROCESS: Legal ☐

Extralegal ☒

Formal ☐

Informal ☒

User-specified ☒

City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Central Garage	Notified that car coming from police department	weekly		weekly	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

The fifth activity (Activity 401465), uniform and plainclothes record-keeping, is concerned with ASD's responsibility of keeping records of expenses incurred by commissioned officers for uniforms (for uniformed officers) and clothing allowances (for plainclothes officers). The activity consists of the processing of uniformed officers' requests for uniform replacement and preparation of Payment Authorizations for plainclothes allowances for the plainclothes officers. No change has occurred in the types of forms used in processing requests or in the files used in responding to the requests. However, in contrast to the preimplementation period when uniformed officers' requests were processed quarterly, requests are currently processed weekly. This has reduced the time required to complete the activity from eight hours to two hours, but has also resulted in an increase in total man-hours from 32 hours to 110 hours. Due to salary increases and the utilization of a clerk-typist to assist in the weekly activities, labor costs have risen from \$147.52 to \$380.64. The principal users of the activity have remained the Finance Department and the Purchasing Department.

The sixth activity (Activity 401466), requisition processing, in which ASD processes all Police Department requisitions for supplies or equipment, has been affected by the implementation of IMIS, although not by the implementation of LES. Although the forms and reference files utilized by the Police Department in this activity have not been altered, the amount of time required to process a requisition has increased due to the design and implementation of IMIS applications in the Purchasing Department and the Finance Department. Where requisitions were formerly forwarded to Purchasing once a week during the preimplementation period, requisitions are now forwarded to Purchasing daily Monday through Friday. This has resulted in a significant increase in man-hour expenditures since the time requirements for this activity are determined by the steps in the preparation of the requisition form and not by the number of items requested. By increasing the frequency of the preparation process, the costs of this activity have risen from \$366.85 in 1973 when 110 man-hours were required to \$1,903.20 in 1975 for 520 man-hours. A portion of this labor cost increase is the result of salary increases. In that the Purchasing Department and Finance Department are still the users of this activity, the requisition processing delays experienced by IMIS applications in these departments are also resulting, temporarily at least, in an average increase of one day in time required to complete the requisitioning process for the Police Department.

Training Section

The Training Section of the Police Department is responsible for the development and presentation of police training programs. Among this unit's functions are the following six activities: 1) recruiting, 2) applicant processing, 3) Police Academy preparation, 4) recruit training, 5) in-service training, and 6) special training. As with the Administrative Services Bureau, the Training Section has not been greatly affected by the implementation of LES. Most of the operations of the Training Section cannot be routinized, but rather must be developed in response to unique situations; i.e., the number and location of police applicants or the particular training requests of other agencies. In 1973, 2,194.65 man-hours were expended for the six activities of the Training Section at a direct labor cost of \$9,066.10. In the postimplementation period, 2,231.5 man-hours were expended for labor at a cost of \$10,841.17. A summary of activity expenditures for the Training Section is provided in table 2.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Uniform and Plainclothes record keeping

AN-10 ACTIVITY NO.: 401465

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Officer requests uniform (Police Supply Request Form A-4) 	TRIGGER: <ul style="list-style-type: none"> Officer requests uniform (Police Supply Request Form A-4)
FORMS: <ul style="list-style-type: none"> Purchase Requisition (Form A-5) Payment Authorization (Form A-3) 	FORMS: <ul style="list-style-type: none"> Purchase Requisition (Form A-5) Payment Authorization (Form A-3)
REFERENCE FILES: <ul style="list-style-type: none"> Uniform Ledger (DFA-2) Plainclothes Ledger (DFA-3) Police Supply Requisition File 	REFERENCE FILES: <ul style="list-style-type: none"> Uniform Ledger (DFA-2) Plainclothes Ledger (DFA-3) Police Supply Requisition File
OUTPUT: <ul style="list-style-type: none"> Purchase Requisition (Form A-5) Detailed Item List 	OUTPUT: <ul style="list-style-type: none"> Purchase Requisition (Form A-5) Detailed Item List
OUTPUT FILES: <ul style="list-style-type: none"> Plainclothes Ledger (DFA-3) Requisitions File Payment Authorization File 	OUTPUT FILES: <ul style="list-style-type: none"> Plainclothes Ledger (DFA-3) Requisitions File Payment Authorization File
USERS: <ul style="list-style-type: none"> Purchasing Agent Finance 	USERS: <ul style="list-style-type: none"> Purchasing Agent Finance

MANPOWER PROFILE

APPLICATION: Law EnforcementDEPARTMENT: PoliceACTIVITY: Uniform and Plainclothes Record KeepingA-10 ACTIVITY NO.: 401465

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>4</u> per year						Activity Frequency <u>52</u> per year					
Est. Activity Time <u>480</u> minutes						Est. Activity Time <u>120</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
504	S	1	32.00	\$4.61	\$147.52	504	S	1	52	\$5.15	\$267.80
						117	C	1	52	\$2.17	\$112.84
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	32.00	1	2	\$147.52	Supervisory	1	52	1	2.50	\$267.80
Operational						Operational					
Clerical						Clerical	1	52	2.50	2.50	\$112.84
Total Direct Labor <u>\$147.52</u>						Total Direct Labor <u>\$380.64</u>					
Direct Labor Cost per Activity \$ <u>36.88</u>						Direct Labor Cost per Activity \$ <u>7.32</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Transactions to purchase uniforms or plainclothes

ACTIVITY: Uniform and Plainclothes Record Keeping

AM-10 ACTIVITY NO.: 401465

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Purchasing Department	Notice of what to buy	4	year	52	year
Finance Department	Notice of how much spent	4	year	52	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Requisition Processing

AM-10 ACTIVITY NO.: 401466

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Request for supplies or equipment 	TRIGGER: <ul style="list-style-type: none"> Request for supplies or equipment
FORMS: <ul style="list-style-type: none"> Requisition 	FORMS: <ul style="list-style-type: none"> Requisition
REFERENCE FILES: <ul style="list-style-type: none"> Past Purchases Files 	REFERENCE FILES: <ul style="list-style-type: none"> Past Purchases Files
OUTPUT: <ul style="list-style-type: none"> Requisition 	OUTPUT: <ul style="list-style-type: none"> Requisition
OUTPUT FILES: <ul style="list-style-type: none"> Vendor Cost File 	OUTPUT FILES: <ul style="list-style-type: none"> Vendor Cost File
USERS: <ul style="list-style-type: none"> Purchasing Department Finance Department 	USERS: <ul style="list-style-type: none"> Purchasing Department Finance Department

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Requisition Processing

AM-10 ACTIVITY NO.: 401466

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>55</u> per year						Activity Frequency <u>260</u> per year					
Est. Activity Time <u>120</u> minutes						Est. Activity Time <u>120</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/blr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/blr.	Direct Labor Cost
504	S	1	55.00	\$ 4.61	\$253.55	504	S	1	260.00	\$ 5.15	\$1339.00
117	C	1	55.00	2.06	113.30	117	C	1	260.00	\$ 2.17	\$ 564.20
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	55.00	2.6	2.6	\$253.55	Supervisory	1	260	12.52	12.52	\$1339.00
Operational						Operational					
Clerical	1	55.00	2.6	2.6	\$113.30	Clerical	1	260	12.52	12.52	\$ 564.20
Total Direct Labor <u>\$366.85</u>						Total Direct Labor <u>\$1903.20</u>					
Direct Labor Cost per Activity \$ <u>6.67</u>						Direct Labor Cost per Activity \$ <u>7.32</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Completing requisition requests

ACTIVITY: Requisition Processing

AM-10 ACTIVITY NO.: 401466

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Purchasing Department	Purchase order to complete requisition	weekly		daily	
Finance Department	Check to buy request	weekly		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

TABLE 2
Summary of Activity Expenditures for the Training Bureau

Activity	Activity Number	Preimplementation 1973-74				Postimplementation 1974-75			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man hours	Total Cost	Unit Cost
Recruiting	401471	1	230.65	934.13	934.13	1	280.00	1,416.80	1,416.80
Applicant Processing	401472	8	416.00	1,728.16	216.02	8	416.00	2,045.76	255.72
Police Academy Preparation	401473	1	480.00	2,078.40	2,078.40	1	480.00	2,142.60	2,142.60
Recruit Training (Police Academy)	401474	1	532.50	2,156.63	2,156.63	1	580.00	2,904.20	2,904.20
In-Service Training	401475	12	42.00	170.10	14.18	12	66.00	295.74	24.64
Special Training	401476	141	493.50	1,998.68	14.18	117	409.50	2,036.07	17.40
Total These Activities			2,194.65	9,066.10			2,231.50	10,841.17	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

The first activity (Activity 401471) in the Training Section is that of recruiting, which is primarily triggered by a vacancy in the police force. However, as unsolicited applications are never sufficient to fill existing vacancies, recruiting is essentially carried out on a continuing basis. No changes in forms, reference files, or procedures have occurred in this activity. Increases in recruiting activity combined with a personnel change and accompanying salary increase to raise the labor costs for this activity from \$934.13 in the preimplementation period to \$1,416.80 in the postimplementation period. The user of this activity remained the Police Department.

The second activity (Activity 401472) is applicant processing, which involves the processing of all applications of police officer positions. No changes in forms, files, procedures, or users occurred in this activity between the pre- and postimplementation periods. Although the same approximate expenditures of man-hours were recorded for both periods, personnel adjustments and salary increases resulted in an increase in direct labor costs from \$1,728.16 to \$2,045.76.

The third activity (Activity 401473) is preparation for a police academy, which is a 12-week recruit training school covering all aspects of police work, and which is conducted whenever there are sufficient recruits to warrant the time and expense. No changes occurred in the functioning of this activity. Salary increases resulted in a labor cost increase from \$2,078.40 to \$2,142.60.

The fourth activity (Activity 401474) is the conducting of recruit training or police academy. This activity involves, in addition to the selected recruits and supervisory personnel from the Department, instructors from the FBI and Texas DPS. No change occurred in the forms, files, procedures, or users of this activity. Personnel changes and accompanying salary increases resulted for most of the increase in labor costs from \$2,156.63 to \$2,904.20.

The fifth activity (Activity 401475) is the provision of in-service training, which involves training courses on law enforcement techniques and developments presented to officer representatives from the Patrol and Traffic Division, Criminal Investigation Division, and the Services Division. No changes in forms, files, procedures, or users have occurred in this activity between the pre- and postimplementation periods. The increase in labor costs from \$170.10 to \$295.74 is the result of a slight salary increase and the inclusion of costs figures for a supervisor in the postimplementation study.

The final activity of the Training Section (Activity 401476) is the preparation and presentation of special training courses which are provided for local citizen groups or merchants. Although no changes have occurred in the forms, files, procedures, or users of this activity, slightly fewer courses were presented during the postimplementation period, resulting in a reduction of total man-hours from 483.5 hours to 409.5 hours. However, salary increases offset the man-hour reduction and resulted in slight overall cost increase from \$1,998.68 to \$2,036.07.

Patrol and Traffic Division

The Patrol and Traffic Division is the largest division of the Police Department in terms of manpower. Concerned essentially with the monitoring of citizen and traffic conditions in the City, the Patrol and Traffic Division has responsibility for the following

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Recruiting

AM-10 ACTIVITY NO.: 401471

Pre-Implementation	Date: <u>6/11/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Recruiting is carried out on a continuing basis. However, the activity is primarily triggered by a vacancy on the police force. 		TRIGGER: <ul style="list-style-type: none"> Recruiting is carried out on a continuing basis. However, the activity is primarily triggered by a vacancy on the police force. 	
FORMS: <ul style="list-style-type: none"> Employment Application (Form T-1) Travel Allowance Advance (Form A-7a) Travel Expense Report (Form A-7b) Information booklet for applicants update Police Officer Entrance Exam 		FORMS: <ul style="list-style-type: none"> Employment Application (Form T-1) Travel Allowance Advance (Form A-7a) Travel Expense Report (Form A-7b) Information booklet for applicants update Police Officer Entrance Exam 	
REFERENCE FILES: <ul style="list-style-type: none"> Active Applicants File (DFT-1) Personal knowledge of the recruiting officer 		REFERENCE FILES: <ul style="list-style-type: none"> Active Applicants File (DFT-1) Personal knowledge of the recruiting officer 	
OUTPUT: <ul style="list-style-type: none"> Employment Application (Form T-1) Information Booklet Itinerary of towns to be contacted for recruiting purposes Initial screening of potential recruits 		OUTPUT: <ul style="list-style-type: none"> Employment Application (Form T-1) Information Booklet Itinerary of towns to be contacted for recruiting purposes Initial screening of potential recruits 	
OUTPUT FILES: <ul style="list-style-type: none"> Photograph and Fingerprinting Cards (DFT-1) 		OUTPUT FILES: <ul style="list-style-type: none"> Photograph and Fingerprinting Cards (DFT-1) 	
USERS: <ul style="list-style-type: none"> Police Department 		USERS: <ul style="list-style-type: none"> Police Department 	

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Recruiting

AI-10 ACTIVITY NO.: 401471

Pre-Implementation Date: <u>6/11/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>1</u> per year						Activity Frequency <u>1</u> per year					
Est. Activity Time <u>13,839</u> minutes						Est. Activity Time <u>16,800</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	1	230.65	\$4.05	\$934.13	504	0	1	280	\$5.06	\$1416.80
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	1	230.65	11	11	\$934.13	Operational	1	280	13.49	13.49	\$1416.80
Clerical						Clerical					
Total Direct Labor <u>\$934.13</u>						Total Direct Labor <u>\$1416.80</u>					
Direct Labor Cost per Activity \$ <u>934.13</u>						Direct Labor Cost per Activity \$ <u>1416.80</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Recruiting

ACTIVITY: Activity: Recruiting AM-10 ACTIVITY NO.: 401471

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Police Department	Encourage Potential Recruits to Apply	2	year	1	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Applicant Processing

AM-10 ACTIVITY NO.: 401472

<p>Pre-Implementation Date: <u>6/11/73</u></p> <p>TRIGGER:</p> <ul style="list-style-type: none"> • Application Received (Employment Application Form T-1) <p>FORMS:</p> <ul style="list-style-type: none"> • N/A - applicant contacted by letter or Police Officer Entrance Exam given <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • F.B.I. Files • Texas Department of Public Safety Files • Wichita Falls Police Department Files • Active Applicant File (DFT-1) <p>OUTPUT:</p> <ul style="list-style-type: none"> • Investigation of applicant's background through interviews with social and business contacts; Review case of applicant; Personal History (Form T-2); Application Recommendation (Form T-3); Appraisal Guide Sheet (Form T-4) <p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Active Applicant File (DFT-1) <p>USERS:</p> <ul style="list-style-type: none"> • Police Applicant Review Board 	<p>Post-Implementation Date: <u>3/75</u></p> <p>TRIGGER:</p> <ul style="list-style-type: none"> • Application Received (Employment Application Form T-1) <p>FORMS:</p> <ul style="list-style-type: none"> • N/A - applicant contacted by letter or Police Officer Entrance Exam given <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • F.B.I. Files • Texas Department of Public Safety Files • Wichita Falls Police Department Files • Active Applicant File (DFT-1) <p>OUTPUT:</p> <ul style="list-style-type: none"> • Investigation of applicant's background through interviews with social and business contacts; Review case of applicant; Personal History (Form T-2); Application Recommendation (Form T-3); Appraisal Guide Sheet (Form T-4) <p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Active Applicant File (DFT-1) <p>USERS:</p> <ul style="list-style-type: none"> • Police Applicant Review Board
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MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: APPLICANT PROCESSING

AI-TO ACTIVITY NO.: 401472

Pre-Implementation Date: <u>6/10/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>8</u> per year						Activity Frequency <u>8</u> per year					
Est. Activity Time <u>3120</u> minutes						Est. Activity Time <u>3120</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
501	O	1	160.00	\$ 4.05	\$648.00	504	O	1	160.00	\$ 5.06	\$809.60
501	O	1	80.00	4.05	324.00	504	O	1	80.00	5.15	412.00
117	C	1	80.00	2.06	164.80	117	C	1	80.00	2.17	173.60
501	S	1	32.00	7.18	229.76	501	S	1	32.00	7.91	253.12
501	S	2	64.00	5.65	361.60	501	S	2	64.00	6.21	397.44
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	3	96.00	5	1.7	\$591.36	Supervisory	3	96	4.62	1.54	\$ 650.56
Operational	2	240.00	12	6	972.00	Operational	2	240	11.56	5.78	1221.60
Clerical	1	80.00	4	4	164.80	Clerical	1	80	3.85	3.85	173.60
Total Direct Labor \$ 1728.16						Total Direct Labor \$2045.76					
Direct Labor Cost per Activity \$ <u>236.02</u>						Direct Labor Cost per Activity \$ <u>255.72</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Review of Applicants

ACTIVITY: Applicant Processing

AM-10 ACTIVITY NO.: 401472

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User*	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Police Applicant Review Board	Interview to Determine Whether Acceptable Police material	8	year	8	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Police Academy Preparation

AM-10 ACTIVITY NO.: 401473

Pre-Implementation	Date: <u>6/11/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER:		TRIGGER:	
<ul style="list-style-type: none"> Minimum of six candidates in the department 		<ul style="list-style-type: none"> Minimum of six candidates in the department 	
FORMS:		FORMS:	
<ul style="list-style-type: none"> Outlines of topics to be covered 		<ul style="list-style-type: none"> Outlines of topics to be covered 	
REFERENCE FILES:		REFERENCE FILES:	
<ul style="list-style-type: none"> Records from Prior Academies File (DFT-2) File of Previous Tests 		<ul style="list-style-type: none"> Records from Prior Academies File (DFT-2) File of Previous Tests 	
OUTPUT:		OUTPUT:	
<ul style="list-style-type: none"> Selection of instructors for the academy Course schedule and outline Letter of invitation to other police departments Lesson plan forms, manuals, and tests 		<ul style="list-style-type: none"> Selection of instructors for the academy Course schedule and outline Letter of invitation to other police departments Lesson plan forms, manuals, and tests 	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	
<ul style="list-style-type: none"> Recruits 		<ul style="list-style-type: none"> Recruits 	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: POLICE ACADEMY PREPARATIONAI-10 ACTIVITY NO.: 401473

Pre-Implementation Date: <u>6/11/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>1</u> per year						Activity Frequency <u>1</u> per year					
Est. Activity Time <u>28,800</u> minutes						Est. Activity Time <u>28,800</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
504	S	1	240.00	\$ 4.61	\$1106.40	504	S	1	240.00	\$ 5.06	\$1214.40
505	O	1	240.00	4.05	972.00	505	O	1	240.00	4.55	928.20
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	240.00	12	12	\$1106.40	Supervisory	1	240	11.56	11.56	\$1214.40
Operational	1	240.00	12	12	\$ 972.00	Operational	1	240	11.56	11.56	928.20
Clerical						Clerical					
Total Direct Labor <u>\$2078.40</u>						Total Direct Labor <u>\$2142.60</u>					
Direct Labor Cost per Activity \$ <u>2078.40</u>						Direct Labor Cost per Activity \$ <u>2142.60</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Disposition of Recruits While Waiting for Academy to Begin

ACTIVITY: Police Academy Preparation

AP-10 ACTIVITY NO.: 401473

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Recruits	Informally rotated between positions in department	1	year	1	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Recruit Training (Police Academy)

AC-10 ACTIVITY NO.: 401474

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Police Academy preparation completed 	TRIGGER: <ul style="list-style-type: none"> Police Academy preparation completed
FORMS: <ul style="list-style-type: none"> Application for certification (Form T-7) 	FORMS: <ul style="list-style-type: none"> Application for certification (Form T-7)
REFERENCE FILES: <ul style="list-style-type: none"> Records from previous Academies Files (DFT-2) Personnel File (DFA) 	REFERENCE FILES: <ul style="list-style-type: none"> Records from previous Academies Files (DFT-2) Personnel File (DFA)
OUTPUT: <ul style="list-style-type: none"> Distribution of manuals to all candidates; Administration of Academy - coordination of instructors and handling of minor personnel problems; Commissioning of passing candidates; Evaluation of Academy by graduates 	OUTPUT: <ul style="list-style-type: none"> Distribution of manuals to all candidates; Administration of Academy - coordination of instructors and handling of minor personnel problems; Commissioning of passing candidates; Evaluation of Academy by graduates
OUTPUT FILES: <ul style="list-style-type: none"> Records from Previous Academies Files (DFT-2) 	OUTPUT FILES: <ul style="list-style-type: none"> Records from Previous Academies Files (DFT-2)
USERS: <ul style="list-style-type: none"> City Marshalls 	USERS: <ul style="list-style-type: none"> City Marshalls

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: RECRUIT TRAINING (POLICE ACADEMY)A-I-O ACTIVITY NO.: 401474

Pre-Implementation						Post-Implementation					
Date: <u>6/11/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>1</u> per year						Activity Frequency <u>1</u> per year					
Est. Activity Time <u>31,950</u> minutes						Est. Activity Time <u>34,800</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	O	15	52.50	\$4.05	\$ 212.63	505	O	15	60.00	4.55	\$ 273.00
505	O	1	480.00	4.05	1944.00	504	S	1	520.00	5.06	2631.20
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory	1	520	25.05	25.05	\$2631.20
Operational	16	532.50	26	1.6	\$2156.63	Operational	15	60	2.89	.18	273.00
Clerical						Clerical					
Total Direct Labor <u>\$2156.63</u>						Total Direct Labor <u>\$2904.20</u>					
Direct Labor Cost per Activity \$ <u>\$2156.63</u>						Direct Labor Cost per Activity \$ <u>2904.20</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Police Training

ACTIVITY: Recruit Training (Police Academy)

AM-10 ACTIVITY NO.: 401474

PROCESS: Legal x Extralegal Formal x Informal User-specified City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
City Marshalls	Training of personnel to meet minimum State requirements	1	year	1	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: In-Service Training

AN-10 ACTIVITY NO.: 401475

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Need for in-service training identified 	TRIGGER: <ul style="list-style-type: none"> Need for in-service training identified
FORMS: <ul style="list-style-type: none"> Course outline and schedule Attendance schedule 	FORMS: <ul style="list-style-type: none"> Course outline and schedule Attendance schedule
REFERENCE FILES: <ul style="list-style-type: none"> Special Course Notes (DFT-3) Personnel File (DFT-1) 	REFERENCE FILES: <ul style="list-style-type: none"> Special Course Notes (DFT-3) Personnel File (DFT-1)
OUTPUT: <ul style="list-style-type: none"> Scheduling of an instructor Certificates of Completion presented to attendees 	OUTPUT: <ul style="list-style-type: none"> Scheduling of an instructor Certificates of Completion presented to attendees
OUTPUT FILES: <ul style="list-style-type: none"> Participants' personnel records 	OUTPUT FILES: <ul style="list-style-type: none"> Participants' personnel records
USERS: <ul style="list-style-type: none"> Police Officer 	USERS: <ul style="list-style-type: none"> Police Officer

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: IN-SERVICE TRAINING

A4-10 ACTIVITY NO.: 401475

Pre-Implementation Date: 6/11/73						Post-Implementation Date: 3/75					
Activity Frequency 12 per year						Activity Frequency 12 per year					
Est. Activity Time 230 minutes						Est. Activity Time 330 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	5	42.00	\$4.05	\$170.10	505	0	5	42	\$4.15	\$174.30
						504	S	1	24	5.06	121.44
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory	1	24	1.15	1.15	\$174.30
Operational	5	42.00	2	.40	\$170.10	Operational	5	42	2.02	.40	121.44
Clerical						Clerical					
Total Direct Labor \$ 170.10						Total Direct Labor \$295.74					
Direct Labor Cost per Activity \$ \$14.18						Direct Labor Cost per Activity \$ 24.64					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Continuing Training of Police Officers

ACTIVITY: In-Service Training

AM-10 ACTIVITY NO.: 401475

PROCESS: Legal Extralegal X Formal Informal X User-specified City-specified X

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Police Officers	Training to keep officers informed of new and changed developments in police work	12	year	12	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Special Training

AN-10 ACTIVITY NO.: 401476

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Need for course identified 	TRIGGER: <ul style="list-style-type: none"> Need for course identified
FORMS: <ul style="list-style-type: none"> Certificates of completion 	FORMS: <ul style="list-style-type: none"> Certificates of completion
REFERENCE FILES: <ul style="list-style-type: none"> Special Course Notes (DFT-3) 	REFERENCE FILES: <ul style="list-style-type: none"> Special Course Notes (DFT-3)
OUTPUT: Preparation of course <ul style="list-style-type: none"> Advertisement/publicity of course and/or invitations extended Presentation of certificates of completion to participants 	OUTPUT: Preparation of course <ul style="list-style-type: none"> Advertisement/publicity of course and/or invitations extended Presentation of certificates of completion to participants
OUTPUT FILES:	OUTPUT FILES:
USERS: <ul style="list-style-type: none"> Citizens Merchants 	USERS: <ul style="list-style-type: none"> Citizens Merchants

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: SPECIAL TRAININGA1-10 ACTIVITY NO.: 401476

Pre-Implementation Date: <u>6/11/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>141</u> per year						Activity Frequency <u>117</u> per year					
Est. Activity Time <u>210</u> minutes						Est. Activity Time <u>210</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	O	2	493.50	\$4.05	\$1998.68	505	O	1	200.00	\$4.88	\$ 976.00
						504	S	1	209.50	5.06	1060.07
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory	1	209.50	10.09	10.09	\$1060.07
Operational	2	493.50	24	12	\$1998.68	Operational	1	200.00	9.63	9.63	976.00
Clerical						Clerical					
Total Direct Labor <u>\$1998.68</u>						Total Direct Labor <u>\$2036.07</u>					
Direct Labor Cost per Activity \$ <u>\$14.18</u>						Direct Labor Cost per Activity \$ <u>17.40</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: General Education of the Public

ACTIVITY: Special Training

AM-10 ACTIVITY NO.: 401476

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Citizens, Merchants	To learn of a specific subject - such as shoplifting, narcotics, etc.	6	year	6	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

activities: 1) officers' response to complaints, 2) driving while intoxicated (DUI) and driving under the influence of drugs (DUID) arrest processing, 3) issuance of traffic and complaint tickets, 4) investigation of motor vehicle accidents, and 5) processing of arrestees. Stage I. The summary of activity expenditures for the activities of this Division, provided in table 3, indicates that these activities underwent a great deal of change between the pre- and postimplementation periods.

Man-hour expenditures, which totaled 7,165.74, nearly 20 percent of the total preimplementation man-hour expenditures, rose to 20,182.41 hours during the postimplementation period, nearly 37 percent of the total postimplementation figures. Direct labor costs rose from \$28,965.48 to \$83,433.50. This increase is the result of a combination of factors, including changes in activity reporting procedures, increased police activity, salary increases, and the implementation of LES. A summary of the increases in direct labor costs for this Division is provided in table 4.

Column 2 of the table reports the cost figures resulting from changes in reporting procedures and/or increased activity frequency. For Activities 401151 and 401480 the data on column 2 of table 4 represent the combined increases resulting from reporting changes and increased frequency, since it is impossible to distinguish the separate influence of the factors on these two activities. Column 2 data for the remaining three activities represent increases resulting from increased activity frequencies.

As the table indicates, well over half of the increased labor costs, \$30,683.29, nearly 56 percent of the total increase of \$54,467.28, resulted from changes in reporting procedures and increased activity frequencies. An additional \$2,096.24, or 4 percent of the increase, resulted from salary increases. However, nearly 40 percent of the total increase, or \$21,687.75, can be attributed to the direct influence of the implementation of LES.

As table 4 indicates, of the cost increase directly attributable to LES, all occurred in the first activity of the Division, officers' response to complaints (Activity 401151). In fact, of the total increase on labor costs for the Division, over 75 percent or \$40,971.75 occurred in this activity. The activity involves the responses of officers to a variety of complaints, such as stolen articles, burglary, and abandoned vehicles and is triggered by an officer's observation, a citizen informing an officer, or the dispatcher sending an officer to the scene of a complaint. During the preimplementation period a number of separate forms were utilized by the officers to record the details of the complaint and the complaint investigation. Investigating officers filed an Officer's Report (Form G-1) if their investigation indicated that a complaint was supported by available facts. This report contained the details of the complaint investigation. If, however, investigation revealed that a complaint was not supported by fact or that the complainant was unwilling to sign a formal complaint, then the complaint was classified as unfounded or invalid. For invalid complaints, the investigating officer filed an Officer's Field Report (Form G-2) which noted that the complaint had been investigated and had been determined to be invalid. As a result of a departmental review of the forms used by the Police Department, and in conjunction with the design of LES, a number of revised forms have been devised to replace the Officer's Report and the Officer's Field Report. Officers currently utilize only one report, the WFPD Uniform Investigation Report (UIR), to record the details of any response to complaints received by the Department or any investigation conducted by the Department. Additional space for reporting is provided with the Article Supplement and the Narrative continuation to the UIR. This new report form provides information over and above that contained in the

TABLE 3
Summary of Activity Expenditures for the Patrol and Traffic Division

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Officer's Response to Complaint	401151	11,330	2,077.17	8,412.53	.74	35,700	11,900.00	49,385.00	1.38
DWI/DUID Arrest Processing	421211	440	286.84	1,207.69	2.74	690	460.00	2,005.60	2.91
Traffic/ Complaint Tickets	401212	8,095	2,698.33	10,928.24	1.35	13,931	4,643.67	19,271.22	1.38
Inventory of MU Accidents	401213	3,918	1,828.40	7,405.02	1.89	4,063	1,896.07	7,868.68	1.94
Processing of Arrestees: Stage I	401480	825	275.00	1,012.00	1.23	3,848	1,282.67	4,903.00	1.27
Total These Activities			7,165.74	28,965.48			20,182.41	83,433.50	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

TABLE 4
Summary of Direct Labor Cost Increases
for the Patrol and Traffic Division

Activities	Salary	Change in Reporting/Activity	LES
401151	\$ 1,189.00	\$18,095.00	\$21,687.75
401211	70.47	727.41	---
401212	464.38	7,878.63	---
401213	189.61	274.06	---
401480	182.78	3,708.22	---
Subtotal	\$ 2,096.24	\$30,683.29	\$21,687.75
Total	\$54,467.28		

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Officer's Response to Complaints

AM-10 ACTIVITY NO.: 401151

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • An officer's observation • A citizen informing an officer • Dispatcher sends officer 		TRIGGER: <ul style="list-style-type: none"> • An officer's observation • A citizen informing an officer • Dispatcher sends officer 	
FORMS: <ul style="list-style-type: none"> • Departmental Complaint (R-20) • Officer's Report (G-2) • Officer's Field Report (G-1) 		FORMS: <ul style="list-style-type: none"> • Wichita Falls Uniform Investigation Report • Article Supplement to Investigation Report • Narrative Continuation to Investigation Report • Departmental Complaint Form 	
REFERENCE FILES:		REFERENCE FILES:	
OUTPUT: <ul style="list-style-type: none"> • Departmental Complaint (R-20) • Officer's Report (G-2) • Officer's Field Report (G-1) 		OUTPUT: <ul style="list-style-type: none"> • Uniform Investigation Report • Departmental Complaint Form 	
OUTPUT FILES: <ul style="list-style-type: none"> • Central Records 		OUTPUT FILES: <ul style="list-style-type: none"> • Central Records 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: OFFICERS RESPONSE TO COMPLAINTS

AL-10 ACTIVITY NO.: 401151

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>11,930</u> per year						Activity Frequency <u>35,700</u> per year					
Est. Activity Time <u>11</u> minutes						Est. Activity Time <u>20</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	O	57	2077.17	\$4.09*	\$8412.53	505	O	57	11,900	\$4.15*	\$49,385.00
Totals by Personnel Type											
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	57	2077.17	100	1.75	\$8412.53	Operational	57	11,900	573.21	10.06	\$49,385.00
Clerical						Clerical					
Total Direct Labor <u>\$8412.53</u>						Total Direct Labor <u>\$49,385.00</u>					
Direct Labor Cost per Activity \$ <u>.74</u>						Direct Labor Cost per Activity \$ <u>1.38</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Represents average rate per hour for entry level position. Actual rates range from \$4.15 to \$4.71 per hour.

old forms. However, due to the increased information required to complete the report and also to initial unfamiliarity with the new report, the average time to complete a UIR increased from 11 minutes to 20 minutes. It is this increase in the time required to process the new UIR form that has resulted in the increase in labor costs as a result of LES.

In conjunction with the implementation of the use of the new forms, a new system of recording the number of responses to complaints was instituted. Formerly during the preimplementation period, the Department counted complaint responses as such only if the initial inquiry or request to the Department for an officer required a complete complaint investigation reported in the Officer's Report (Form G-1). Currently, a response to a complaint is recorded each time the event is triggered. This change in reporting procedures has resulted in an increase in recorded frequencies from 11,300 in the preimplementation period to 35,700 in the postimplementation period. As indicated in table 4, this has resulted in a cost increase of \$18,095.

The second activity (Activity 401211) is DWI/DUID arrest processing, which is triggered by observation of officers of the public and takes place when the operator of a motor vehicle is suspected of driving while intoxicated or under the influence of drugs. No changes in forms, files, procedures, or users have occurred in this activity. Due to salary increases and increased activity frequency, labor costs have risen nearly \$800.00.

The third activity (Activity 401212) is the issuance of traffic and complaint tickets, which is usually triggered by an officer's observation. No changes in forms, files, procedures, or users occurred in this activity as a result of LES. This activity, however, did see an increase of over 5,800 tickets and complaints issued to the public. This, combined with a slight increase in computed salary costs, resulted in an increase in direct labor costs of over \$8,300.00.

The fourth activity (Activity 401213) is the investigation of motor vehicle accidents, which is usually triggered when the dispatcher is notified by the public. A slight change in the use of forms did occur in this activity. As indicated on the Operations Profile for this activity, the Officer's Report has been deleted. The form utilized by the Department to record details of accidents is the Texas Peace Officer's Accident Report Form, a state mandated form. No other changes occurred in this activity as a result of the implementation of LES. Vehicle accident investigations increased slightly, from 3,918 to 4,063, and combined with salary hikes to increase the total direct labor costs for this activity from \$7,405.02 to \$7,868.68.

The final activity in the Patrol and Traffic Division (Activity 401480) is the processing of arrestees: Stage I, which occurs whenever a subject is arrested. The only change in forms, files, or operating procedures which occurred in this activity as a result of the implementation of LES was the modification of the arrest card. The preimplementation activity frequency estimate of 825 does not appear to be an accurate reflection of the number of persons processed by this activity during the preimplementation period. Thus, the computed increase in labor costs for this activity, from \$1,012.00 to \$4,903.00, appears to be the result of data estimation difficulties rather than actual operational cost increases.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: DWI/DUID Arrest Processing

AN-10 ACTIVITY NO.: 401211

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Officer's Observation Public Informs Officer Dispatcher sends officer 		TRIGGER: <ul style="list-style-type: none"> Officer's Observation Public Informs Officer Dispatcher sends Officer 	
FORMS: Refusal Form (U-10)* • DWI/DUID Traffic Case Report (U-11)* • Consent Form (U-7); Breathalyzer Operational Check • List (U-8)*; Breathalyzer Log (U-9)*; • Breath Alcohol Testing Summary (U-12)		FORMS: Refusal Form (U-10)* • DWI/DUID Traffic Case Report (U-11)* • Consent Form (U-7); Breathalyzer Operational Check • List (U-8)*; Breathalyzer Log (U-9)*; • Breath Alcohol Testing Summary (U-12)	
REFERENCE FILES:		REFERENCE FILES:	
OUTPUT: Refusal Form (U-10); DWI/DUID Traffic Case Report (U-11); Consent Form (U-7); Breathalyzer Operational Check List (U-8); Breathalyzer Log (U-9); Breath Alcohol Testing Summary (U-12)		OUTPUT: Refusal Form (U-10); DWI/DUID Traffic Case Report (U-11); Consent Form (U-7); Breathalyzer Operational Check List (U-8); Breathalyzer Log (U-9); Breath Alcohol Testing Summary (U-12)	
OUTPUT FILES: <ul style="list-style-type: none"> Central Records 		OUTPUT FILES: <ul style="list-style-type: none"> Central Records 	
USERS: <ul style="list-style-type: none"> Texas Department of Public Safety 		USERS: <ul style="list-style-type: none"> Texas Department of Public Safety 	

* Texas Department of Public Safety Form

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: DWI/DUID ARREST PROCESSING

AM-10 ACTIVITY NO.: 401211

Pre-Implementation						Post-Implementation					
Date: <u>12/6/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>440</u> per year						Activity Frequency <u>690</u> per year					
Est. Activity Time <u>39.11</u> minutes						Est. Activity Time <u>40</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	O	8	204.67	\$4.05	\$828.90	505	O	8	331.2	\$4.15	\$1374.43
504	S	1	82.17	4.61	378.79	504	S	1	128.8	4.90	631.12
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	1	82.17	4	2	\$378.79	Supervisory	1	128.8	6.2	2	\$ 631.12
Operational	8	204.67	10	1.25	\$828.90	Operational	8	331.2	15.95	1.99	1374.48
Clerical						Clerical					
Total Direct Labor <u>\$1207.69</u>						Total Direct Labor <u>\$2005.60</u>					
Direct Labor Cost per Activity \$ <u>2.74</u>						Direct Labor Cost per Activity \$ <u>2.91</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Weekly and Monthly Log

ACTIVITY: DWI/DUID Arrest Processing

ACTIVITY NO.: 401211

PROCESS: Legal

Extralegal X

Formal X

Informal

User-specified X

City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Texas Department of Public Safety	Update Records	1	week	1	week
Texas Department of Public Safety	Update Records	1	month	1	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Issuance of Traffic and Complaint Tickets

AN-10 ACTIVITY NO.: 401212

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: • Officer's observation		TRIGGER: • Officer's observation	
FORMS: • Traffic Ticket/Complaint Form		FORMS: • Traffic Ticket/Complaint Form	
REFERENCE FILES:		REFERENCE FILES:	
OUTPUT: • Traffic Ticket/Complaint Form		OUTPUT: • Traffic Ticket/Complaint Form	
OUTPUT FILES:		OUTPUT FILES:	
USERS: • Municipal Court		USERS: • Municipal Court	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: ISSUANCE OF TRAFFIC & COMPLAINT TICKETS

AL-10 ACTIVITY NO.: 401212

Pre-Implementation						Date: <u>12/6/73</u>						Post-Implementation						Date: <u>3/75</u>																	
Activity Frequency						<u>8,025</u>						per year						Activity Frequency						<u>13,931</u>						per year					
Est. Activity Time						<u>20</u>						minutes						Est. Activity Time						<u>20</u>						minutes					
Personnel Assignments																																			
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hr.	Direct Labor Cost																								
505	0	57	2698.33	\$4.05 *	\$10,928.24	505	0	57	4643.67	\$4.15*	\$19,271.22																								
Totals by Personnel Type						Totals by Personnel Type																													
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost																								
Supervisory			1	2		Supervisory			1	2																									
Operational	57	2698.33	130	2.28	\$10,928.24	Operational	57	4643.67	223.68	3.9	\$19,271.22																								
Clerical						Clerical																													
Total Direct Labor <u>\$10,928.24</u>						Total Direct Labor <u>\$19,271.22</u>																													
Direct Labor Cost per Activity <u>\$1.35</u>						Direct Labor Cost per Activity <u>\$ 1.38</u>																													

1. Percent of one man year. . . 2. Percent of effort of each employee assigned this activity.

* Represents average rate per hour for entry level position. Actual rates range from \$4.15 to \$4.71 per hour.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Copy of Ticket Forwarded

ACTIVITY: Issuance of Traffic and Complaint Tickets

AM-10 ACTIVITY NO.: 401212

PROCESS: Legal X

Extralegal

Formal X

Informal

User-specified

City-specified X

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Municipal Court	Prepare to receive fine or go to Court	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Investigation of Motor Vehicle Accidents

AN-10 ACTIVITY NO.: 401213

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Dispatcher notified by public 		TRIGGER: <ul style="list-style-type: none"> Dispatcher notified by public 	
FORMS: <ul style="list-style-type: none"> Texas Peace Officer's Accident Report Form Officer's Report Exchange Information Sheet 		FORMS: <ul style="list-style-type: none"> Texas Peace Officer's Accident Report Form Exchange Information Sheet 	
REFERENCE FILES:		REFERENCE FILES:	
OUTPUT: <ul style="list-style-type: none"> Texas Peace Officer's Accident Report Form Officer's Report 		OUTPUT: <ul style="list-style-type: none"> Texas Peace Officer's Accident Report Form 	
OUTPUT FILES: <ul style="list-style-type: none"> Central Records 		OUTPUT FILES: <ul style="list-style-type: none"> Central Records 	
USERS: <ul style="list-style-type: none"> Insurance Company City Attorney 		USERS: <ul style="list-style-type: none"> Insurance Company City Attorney 	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT DEPARTMENT: POLICEACTIVITY: INVESTIGATION OF MOTOR VEHICLE ACCIDENTS A-10 ACTIVITY NO.: 401213

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>3913</u> per year						Activity Frequency <u>4063</u> per year					
Est. Activity Time <u>28</u> minutes						Est. Activity Time <u>28</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	57	1828.40	\$4.05 *	\$7405.02	505	0	57	1896.07	\$4.15*	\$7868.68
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	57	1828.40	88	1.54	\$7405.02	Operational	57	1896.07	91.33	1.6	\$7868.68
Clerical						Clerical					
Total Direct Labor <u>\$7405.02</u>						Total Direct Labor <u>\$7868.68</u>					
Direct Labor Cost per Activity \$ <u>1.89</u>						Direct Labor Cost per Activity \$ <u>1.94</u>					

1. Percent of one man year. . 2. Percent of effort of each employee assigned this activity.

* Represents average rate per hour for entry level position. Actual rates range from \$4.15 to \$4.71 per hour.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Concerning a Specific Accident

ACTIVITY: Investigation of Motor Vehicle Accidents

AM-10 ACTIVITY NO.: 401213

PROCESS: Legal x

Extralegal

Formal x

Informal

User-specified

City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Insurance Company	To check accident report and damages	weekly		weekly	
City Attorney	Sees record if city vehicle involved	7	year	7	year

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Processing of Arrestees: Stage I

AM-10 ACTIVITY NO.: 401480

<p>Pre-Implementation Date: <u>12/06/73</u></p> <hr/> <p>TRIGGER:</p> <ul style="list-style-type: none"> • Subject is arrested <hr/> <p>FORMS:</p> <ul style="list-style-type: none"> • Wichita Falls Police Department Arrest Card (J-1) • Personal Property Envelope (J-6) • Personal Property Receipt (J-3) • DPS Fingerprint Card (R-36) • FBI Fingerprint Card (R-35) • Jailer's Patrol Sheet (J-5); Meal Count Sheet <hr/> <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Known Arrestee's File (DFJ-4) • Central Records <hr/> <p>OUTPUT:</p> <ul style="list-style-type: none"> • Wichita Falls Police Department Arrest Card (J-1) • Personal Property Envelope (J-6) • Personal Property Receipt (J-3) • DPS Fingerprint Card (R-36) • FBI Fingerprint Card (R-35) • Jailer's Patrol Sheet (J-5); Meal Count Sheet <hr/> <p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Jail Log (DFJ-4) • DFJ-3 • DFJ-2 • DFJ-1 <hr/> <p>USERS:</p> <ul style="list-style-type: none"> • FBI • Texas Department of Public Safety 	<p>Post-Implementation Date: <u>3/75</u></p> <hr/> <p>TRIGGER:</p> <ul style="list-style-type: none"> • Subject is arrested <hr/> <p>FORMS:</p> <ul style="list-style-type: none"> • Wichita Falls Police Department Arrest Card (J-1) • Personal Property Envelope (J-6) • Personal Property Receipt (J-3) • DPS Fingerprint Card (R-36) • FBI Fingerprint Card (R-35) • Jailer's Patrol Sheet (J-5); Meal Count Sheet <hr/> <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Known Arrestee's File (DFJ-4) • Central Records <hr/> <p>OUTPUT:</p> <ul style="list-style-type: none"> • Wichita Falls Police Department Arrest Card (J-1) • Personal Property Envelope (J-6) • Personal Property Receipt (J-3) • DPS Fingerprint Card (R-36) • FBI Fingerprint Card (R-35) • Jailer's Patrol Sheet (J-5); Meal Count Sheet <hr/> <p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Jail Log (DFJ-4) • DFJ-3 • DFJ-2 • DFJ-1 <hr/> <p>USERS:</p> <ul style="list-style-type: none"> • FBI • Texas Department of Public Safety
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MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: PROCESSING OF ARRESTEES: STAGE IA-10 ACTIVITY NO.: 401480

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>825</u> per year						Activity Frequency <u>3848</u> per year					
Est. Activity Time <u>20</u> minutes						Est. Activity Time <u>20</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	57	206.25	\$4.05 *	\$835.31	505	0	57	962.0	\$4.15*	\$3992.30
178	0	1	68.75	2.57	176.69	178	0	1	320.67	2.84	910.70
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	58	275.00	13	.22	\$1012.00	Operational	58	1282.67	61.78	1.06	\$4903.00
Clerical						Clerical					
Total Direct Labor <u>\$1012.00</u>						Total Direct Labor <u>\$4903.00</u>					
Direct Labor Cost per Activity \$ <u>1.23</u>						Direct Labor Cost per Activity \$ <u>1.27</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Represents average rate per hour for entry level position. Actual rates range from \$4.15 to \$4.71 per hour.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Record of Fingerprints

ACTIVITY: Processing of Arrestees: Stage I

AM-13 ACTIVITY NO.: 401480

PROCESS: Legal X Extralegal Formal X Informal User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Federal Bureau of Investigation	Keep Records Up-To-Date	daily		daily	
Texas Department of Public Safety	Keep Records Up-To-Date	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

Criminal Investigation Division

The Criminal Investigation Division (CID) has the responsibility for the investigation of the majority of felonies and major misdemeanors committed by or suspected to have been committed by adults. The Criminal Investigation Division has responsibility for the following nine activities: 1) complaint investigation, 2) conducting searches, 3) suspect and arrestee questioning, 4) polygraph testing, 5) investigation of death, 6) auto theft processing, 7) impounded vehicle processing: Stage II, 8) monitoring pawnshop records, and 9) pistol processing.

The Criminal Investigation Division is another example of a departmental unit whose activities have undergone a considerable degree of fluctuation between the pre- and postimplementation periods which was not directly attributable to the implementation of LES. In this instance, the computation fluctuations are the result of variations in the procedures for determining activity frequencies between the pre- and postimplementation studies. A summary of the activity expenditures for the Criminal Investigation Division is provided in table 5.

As table 5 indicates, much of the data variation occurs in the first activity, complaint investigation (Activity 401111), which involves all the reportive steps taken during the investigation of a crime or suspected crime from the time the complaint is received until the investigation is completed. The only change that has occurred in this activity is that, as with some other investigative activities, the old report forms have been replaced by the WFPD Uniform Investigation Report and its supplements. No other changes in forms, files, procedures, or users have occurred as a result of the implementation of LES. The switch to the newer form has resulted in an average increase of nearly four minutes in time required to complete this activity. This resulted in an increase of only \$687.00 in labor costs. Due to variation in techniques in determining the activity frequencies for the pre- and postimplementation periods, an increase of 4,000 investigations for the activity frequency has been recorded between the pre- and postimplementation periods. This combined with a slight salary increase resulted in the computed labor cost increase of \$5,639.00 for the activity.

A second activity (Activity 401112) which displayed considerable variation is that of conducting searches. Several forms have been changed or eliminated in this activity. The WFPD Uniform Investigation Report is utilized for reports. Also, the Fugitive Complaint Form has been eliminated. All search warrants are usually prepared by the investigator. Assistance may be obtained from the District Attorney. His search warrant affidavit is then filed with a Justice of the Peace. No other changes in forms or procedures have occurred as a result of the implementation of LES. During the postimplementation period, searches have been conducted on the average of one per day. This was an increase from the estimated 165 searches that occurred annually during the preimplementation period. With the increase in activity came an increase in direct labor costs from \$668.25 to \$1,514.75.

The third activity (Activity 401113) is suspect/arrestee questioning, which is triggered when a suspect or arrestee is taken to the Police Department for questioning. No changes in forms, files, procedures, or users occurred in this activity as a result of the implementation of LES. However, as with Activity 401111, complaint investigation, variations in the data estimation procedures for the two study periods have produced significant variations in the recorded activity frequencies and in the estimated average time

TABLE 5
Summary of Activity Expenditures for the Criminal Investigation Division

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Complaint Investigation	401111	2,750	747.08	3,025.69	1.10	6,760	2,253.33	9,351.33	1.38
Conducting Searches	401112	165	165.00	668.25	4.05	365	365.00	1,514.75	4.15
Suspect/ Arrestee Questioning	401113	1,095	1,095.00	4,434.75	4.05	3,606	3,606.00	8,492.13	2.36
Polygraph Testing	401114	220	550.00	2,227.50	10.13	231	577.50	2,962.58	12.83
Investigation of Death	401115	165	77.00	311.85	1.89	191	63.60	331.36	1.73
Auto Theft Processing	401116	420	70.00	283.35	.68	398	66.33	275.28	.69
Impounded Vehicle Processing: Stage II	401117	2,500	416.66	1,272.91	.51	2,601	433.50	1,608.28	.62
Monitor Pawnshop Records	401118	440	440.00	1,782.00	4.05	452	452.00	2,065.64	4.57
Pistol Processing	401119	520	43.33	175.50	.34	531	44.25	183.64	.35
Total These Activities			3,604.07	14,181.80			7,861.51	26,784.99	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement (cont.)

DEPARTMENT: Police

ACTIVITY: Complaint Investigation

AN-10 ACTIVITY NO.: 01111

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Telephone complaint • Request for assistance from a patrol unit • Request for assistance from another agency • Follow-up on death, auto theft, impounded vehicle, pawn shop check, and pistol processing 		TRIGGER: <ul style="list-style-type: none"> • Telephone complaint • Request for assistance from a patrol unit • Request for assistance from another agency • Follow-up on death, auto theft, impounded vehicle, pawn shop check, and pistol processing 	
FORMS: <ul style="list-style-type: none"> • Officer's Report (G-2) • Departmental Complaint Form (R-20) • Officer's Field Report (G-1) • Witness Statement (D-12) • Investigation Report; Supplementary Report (G-3) 		FORMS: <ul style="list-style-type: none"> • Wichita Falls Uniform Investigation Report • Article Supplement to Investigation Report • Narrative Continuation to Investigation Report • Witness Statement • Departmental Complaint Form 	
REFERENCE FILES: <ul style="list-style-type: none"> • Central Records 		REFERENCE FILES: <ul style="list-style-type: none"> • Central Records 	
OUTPUT: <ul style="list-style-type: none"> • Complaint Form (R-20) • Officer's Field Report (G-1) • Witness Statement (D-12) • Wanted Vehicle Notice (D-42) • Request for Lab Analysis (D-45) • Texas Crime Offense Report (D-47) 		OUTPUT: <ul style="list-style-type: none"> • Uniform Investigation Report • Witness Statement • Wanted Vehicle Notice • Request for Lab Analysis • Texas Crime Offense Report • Line-up ID slip 	
OUTPUT FILES: <ul style="list-style-type: none"> • Current Investigation File (DFZ-1) • Daily Report Book 		OUTPUT FILES: <ul style="list-style-type: none"> • Current Investigation File • Daily Report Book 	
USERS: <ul style="list-style-type: none"> • Police Officers 		USERS: <ul style="list-style-type: none"> • Police Officers 	

OPERATIONS PROFILE

APPLICATION: Law Enforcement (end)

DEPARTMENT: Police

ACTIVITY: Complaint Investigation

AN-10 ACTIVITY NO.: 401111

Pre-Implementation	Date: <u>12/06/73</u>
TRIGGER:	TRIGGER:
FORMS:	FORMS:
REFERENCE FILES:	REFERENCE FILES:
OUTPUT: Line-up I.D. slip (D-49) • Questioned Documents Form (D-46) • Graphology Specimen Form (D-48) • Criminal Case (D-8) • DRB Wanted Notice (D-43)	OUTPUT: Questioned Documents Form (D-46) • Graphology Specimen Form (D-48) • Criminal Case (D-8) • DRB Wanted Notice (D-43)
OUTPUT FILES:	OUTPUT FILES:
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Complaint Investigation

AA-10 ACTIVITY NO.: 401111

Pre-Implementation Date: <u>12/06/73</u> Activity Frequency <u>2750</u> per year Est. Activity Time <u>16.30</u> minutes						Post-Implementation Date: <u>3/75</u> Activity Frequency <u>6760</u> per year Est. Activity Time <u>20</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	11	747.08	\$4.05	\$3025.69	505	0	11	2253.33	\$4.15	\$9351.33
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	747.08	36	3.27	\$3025.69	Operational	11	2253.33	108.54	9.86	\$9351.33
Clerical						Clerical					
Total Direct Labor <u>\$3025.69</u>						Total Direct Labor <u>\$9351.33</u>					
Direct Labor Cost per Activity \$ <u>1.10</u>						Direct Labor Cost per Activity \$ <u>1.38</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Concerning Past and Present Cases

ACTIVITY: Complaint Investigation

AM-10 ACTIVITY NO.: 401111

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Texas Department of Public Safety	Information on a wanted person	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Concerning Active Cases Published in Daily Bulletin

ACTIVITY: Complaint Investigation AIT-10 ACTIVITY NO.: 401111

PROCESS: Legal Extralegal x Formal Informal x User-specified x City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Wichita Falls Police	Know what to watch for when on patrol	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement (Cont)

DEPARTMENT: Police

ACTIVITY: Conducting Searches

AM-10 ACTIVITY NO.: 401112

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Detective receives a warrant from another agency • Officer wants to pick up a suspect for questioning • Officer receives information concerning illegal or stolen property 		TRIGGER: <ul style="list-style-type: none"> • Detective receives a warrant from another agency • Officer wants to pick up a suspect for questioning • Officer receives information concerning illegal or stolen property 	
FORMS: <ul style="list-style-type: none"> • Complaint Form (D-20) • Fugitive Complaint Form (D-17) • Warrant (D-21) • Fugitive Warrant (D-18) • Bench Warrant (D-19) 		FORMS: <ul style="list-style-type: none"> • Wichita Falls Uniform Investigators Report • Warrant (D-21) • Fugitive Warrant (D-18) • Bench Warrant (D-18) • Affidavit (D-30) • Complaint Form (D-20) 	
REFERENCE FILES: <ul style="list-style-type: none"> • Investigation Report 		REFERENCE FILES: <ul style="list-style-type: none"> • Investigation Report 	
OUTPUT: <ul style="list-style-type: none"> • Warrant (D-21) • Fugitive Warrant (D-18) • Bench Warrant (D-19) • Search Warrant (D-31) 		OUTPUT: <ul style="list-style-type: none"> • Warrant (D-21) • Fugitive Warrant (D-18) • Bench Warrant (D-19) • Search Warrant (D-31) 	
OUTPUT FILES: <ul style="list-style-type: none"> • Current Investigation Files • Property Room 		OUTPUT FILES: <ul style="list-style-type: none"> • Current Investigation Files • Property Room 	
USERS:		USERS:	

OPERATIONS PROFILE

APPLICATION: Law Enforcement (end)

DEPARTMENT: Police

ACTIVITY: Conducting Searches

AM-10 ACTIVITY NO.: 401112

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER:		TRIGGER:	
FORMS: Affidavit (D-30) • Informants Statement (D-23) • Search Warrant (D-31) • Arrest Warrant (D-29) • Consent Form (D-27)		FORMS: Informants Statement (D-23) • Search Warrant (D-31) • Arrest Warrant (D-29) • Consent Form (D-27)	
REFERENCE FILES:		REFERENCE FILES:	
OUTPUT: • Search and Arrest Warrant (D-29) • Consent to Search (D-27)		OUTPUT: • Search and Arrest Warrant (D-29) • Consent to Search (D-27)	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: CONDUCTING SEARCHES

AS-10 ACTIVITY NO.: 401112

Pre-Implementation Date: 12/6/73						Post-Implementation Date: 3/75					
Activity Frequency 165 per year						Activity Frequency 365 per year					
Est. Activity Time 60 minutes						Est. Activity Time 60 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	11	165.00	\$4.05	\$668.25	505	0	11	365.00	\$4.15	\$1514.75
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	165.00	6	.73	\$668.25	Operational	11	365	17.6	1.6	\$1514.75
Clerical						Clerical					
Total Direct Labor \$668.25						Total Direct Labor \$1514.75					
Direct Labor Cost per Activity \$ 4.05						Direct Labor Cost per Activity \$ 4.15					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

CONTINUED

1 OF 3

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Utilize Police Information to Prepare Warrant

ACTIVITY: Conducting Searches

AM-10 ACTIVITY NO.: 401112

PROCESS: Legal X Extralegal Formal X Informal User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
District Judge or Attorney	Prepare Warrant	frequently		daily	
Justice of the Peace	Prepare Warrant	frequently		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police
 ACTIVITY: Suspect/Arrestee Questioning AI-10 ACTIVITY NO.: 401113

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • A suspect or arrestee is brought in for questioning 	TRIGGER: <ul style="list-style-type: none"> • A suspect or arrestee is brought in for questioning
FORMS: Magistrate's Certificate to Voluntary Confession (D-25) <ul style="list-style-type: none"> • Voluntary Statement Under Arrest -- Warned by Magistrate (D-11) • Voluntary Statement Under Arrest (D-10) 	FORMS: Magistrate's Certificate to Voluntary Confession (D-25) <ul style="list-style-type: none"> • Voluntary Statement Under Arrest -- Warned by Magistrate (D-11) • Voluntary Statement Under Arrest (D-10)
REFERENCE FILES:	REFERENCE FILES:
OUTPUT: <ul style="list-style-type: none"> • Voluntary Statement (D-10) • Voluntary Statement (D-11) • Magistrate's Warning (D-25) 	OUTPUT: <ul style="list-style-type: none"> • Voluntary Statement (D-10) • Voluntary Statement (D-11) • Magistrate's Warning (D-25)
OUTPUT FILES: <ul style="list-style-type: none"> • Current Investigation File (DFZ-1) 	OUTPUT FILES: <ul style="list-style-type: none"> • Current Investigation File (DFZ-1)
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Suspect/Arrestee Questioning

AA-10 ACTIVITY NO.: 401113

Pre-Implementation						Post-Implementation					
Date: <u>12/06/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>1095</u> per year						Activity Frequency <u>3606</u> per year					
Est. Activity Time <u>60</u> minutes						Est. Activity Time <u>30</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	11	1095	\$4.05	\$4434.75	505	0	13	1803	\$4.71	\$8492.13
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	1095	52.7	47.9	\$4434.75	Operational	13	3606	173.70	13.36	\$8492.13
Clerical						Clerical					
Total Direct Labor <u>\$4434.75</u>						Total Direct Labor <u>\$8492.13</u>					
Direct Labor Cost per Activity \$ <u>4.05</u>						Direct Labor Cost per Activity \$ <u>2.36</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Testimony Record

ACTIVITY: Suspect/Arrestee Questioning

AM-10 ACTIVITY NO.: 401113

PROCESS: Legal x

Extralegal

Formal x

Informal

User-specified

City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
District Attorney	Prepare for case	daily		daily	
Prosecuting Attorney	Prepare for case	daily		daily	
Defense Attorney	Prepare for case	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

per activity. Thus, the reported labor cost increase from \$4,434.75 to \$8,492.13 should be regarded with some reservation.

The next activity (Activity 401114) is polygraph testing, which is triggered when an investigating officer requests the polygraph operator to perform a polygraph examination. No changes in forms, files, procedures, or users have occurred in this activity. A slight increase in activity frequency and salary increase has resulted in a labor cost increase of \$735.03.

The fifth activity (Activity 401115) is the investigation of death, which is triggered whenever the Criminal Investigation Division receives a report of a death without a physician being present. The Uniform Investigation Report has replaced the older Officer's Report Form for this activity. In addition, a new procedure has been developed for investigation of deaths. Formerly, the investigation would be delayed until the medical examiner could arrive at the scene of the death. This sometimes resulted in delays of up to two hours while investigating officers waited for the arrival of the examiner. Currently, however, three officers within the Division have been trained to perform initial or routine medical examination of dead persons. This has eliminated the Department's dependence upon a medical examiner, and has reduced by one-fourth the average time required to complete the investigation. The changes in procedures and forms have practically offset the slight increase in activity frequency and wage increases, resulting in a direct labor cost increase of only \$20.00. The labor cost per activity, in fact, dropped from \$1.89 to \$1.73. No other changes in forms, procedures, or users occurred in this activity as a result of the implementation of LES.

The sixth activity (Activity 401116) is auto theft processing, which is triggered when the Criminal Investigation Division receives a report of a stolen automobile. Although considerable changes have occurred in this activity as a result of the implementation of LES, the changes have offset each other and resulted in little measurable change in the labor costs for this activity. During preimplementation, an Automobile Theft Report Form and Stolen Car Index Card Form were utilized to record and report the processing of auto theft investigations. Although the Index Card Form has been retained, the Auto Theft Report Form has been replaced by the Uniform Investigation Report. Formerly, four reference files were maintained concerning stolen vehicles. These included the Auto Theft File, a file of Auto Theft Report, and three Stolen Car Index Files based on the vehicle license numbers, the vehicle identification numbers, and the vehicle owners. With the implementation of LES and the Uniform Investigation Report, the Auto Theft File has been eliminated. Only two Stolen Car Index Files are maintained; one based on the vehicle license number and one based on the complaint number of the case. The utilization of the Uniform Investigation Report has resulted in a slight increase in the time required to fill out the report which, however, has been matched by the elimination of several files. The result has been that the average time per activity has remained 10 minutes. A decline in the activity frequency and a slight increase in salaries resulted in an overall downward change in the total labor costs of \$8.07. No other changes in forms, procedures, or users occurred in this activity.

The seventh activity (Activity 401117) is the processing of impounded vehicles: Stage II, which is triggered when the Criminal Investigation Division receives a copy of the Impounded Vehicle Card from the Information Desk. No changes in forms, files, procedures, or users occurred in this activity as a result of the implementation of LES. The number of impounded vehicles processed in this activity increased from 2,500 during the

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Polygraph Testing

AN-10 ACTIVITY NO.: 401114

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> One of several people requests the polygraph operator to perform a polygraph examination -- officer, attorney, judge, other law enforcement agency 		TRIGGER: <ul style="list-style-type: none"> One of several people requests the polygraph operator to perform a polygraph examination -- officer, attorney, judge, other law enforcement agency 	
FORMS: <ul style="list-style-type: none"> Polygraph Release Form (D-3) Magistrate's Polygraph Warning Form (D-15) Polygraph Operator's Check List (D-14) Polygraph Examination Report (D-16) 		FORMS: <ul style="list-style-type: none"> Polygraph Release Form (D-3) Magistrate's Polygraph Warning Form (D-15) Polygraph Operator's Check List (D-14) Polygraph Examination Report (D-16) 	
REFERENCE FILES: <ul style="list-style-type: none"> Central Records 		REFERENCE FILES: <ul style="list-style-type: none"> Central Records 	
OUTPUT: Magistrate's Polygraph Warning (D-15) <ul style="list-style-type: none"> Polygraph Operators Check List (D-14) Polygraph Release Form (D-13) Polygraph Examination Report (D-16) Written Report (when requested) 		OUTPUT: Magistrate's Polygraph Warning (D-15) <ul style="list-style-type: none"> Polygraph Operators Check List (D-14) Polygraph Release Form (D-13) Polygraph Examination Report (D-16) Written Report (when requested) 	
OUTPUT FILES: <ul style="list-style-type: none"> Polygraph Record File (DFZ-3) 		OUTPUT FILES: <ul style="list-style-type: none"> Polygraph Record File (DFZ-3) 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: POLYGRAPH TESTING

M-I-O ACTIVITY NO.: 402114

Pre-Implementation Date: 12/6/73						Post-Implementation Date: 3/75					
Activity Frequency 220 per year						Activity Frequency 231 per year					
Est. Activity Time 150 minutes						Est. Activity Time 150 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	1	550.00	\$4.05	\$2227.50	504	0	1	577.5	\$5.13	\$2962.58
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	1	550.00	26	26	\$2227.50	Operational	1	577.5	27.8	27.8	\$2962.58
Clerical						Clerical					
Total Direct Labor \$2227.50						Total Direct Labor \$2962.58					
Direct Labor Cost per Activity \$ 10.13						Direct Labor Cost per Activity \$ 12.83					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Report on Results of Polygraph Testing

ACTIVITY: Polygraph Testing AN-10 ACTIVITY NO.: 401114

PROCESS: Legal Extralegal x Formal x Informal User-specified x City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Attorneys and Judges	Used in preparation for trial	4	week	4	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Investigation of Death

AN-10 ACTIVITY NO.: 401115

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Criminal Investigation received a report of a death without a physician being present 		TRIGGER: <ul style="list-style-type: none"> Criminal Investigation received a report of a death without a physician being present 	
FORMS: <ul style="list-style-type: none"> Officer's Report Fingerprints (if body not identified) 		FORMS: <ul style="list-style-type: none"> Wichita Falls Uniform Investigation Report Fingerprints (if body not identified) 	
REFERENCE FILES: <ul style="list-style-type: none"> Federal Bureau of Investigation Texas Department of Public Safety 		REFERENCE FILES: <ul style="list-style-type: none"> Federal Bureau of Investigation Texas Department of Public Safety 	
OUTPUT: <ul style="list-style-type: none"> Officer's Report Medical Examiner Report Pathologist (Autopsy) Report 		OUTPUT: <ul style="list-style-type: none"> Officer's Report Medical Examiner Report Pathologist (Autopsy) Report 	
OUTPUT FILES: <ul style="list-style-type: none"> Current Investigation File (if applicable) 		OUTPUT FILES: <ul style="list-style-type: none"> Current Investigation File (if applicable) 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: INVESTIGATION OF DEATHA-10 ACTIVITY NO.: 401115

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>165</u> per year						Activity Frequency <u>191</u> per year					
Est. Activity Time <u>28</u> minutes						Est. Activity Time <u>20</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	11	77.00	\$4.05	\$311.85	503	0	1	21.2	\$5.63	\$119.36
						504	0	1	21.2	5.29	112.15
						505	0	1	21.2	4.71	99.85
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	77.00	4	.36	\$311.85	Operational	3	63.6	3.06	1.02	\$331.36
Clerical						Clerical					
Total Direct Labor <u>\$311.85</u>						Total Direct Labor <u>\$331.36</u>					
Direct Labor Cost per Activity \$ <u>1.89</u>						Direct Labor Cost per Activity \$ <u>1.73</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Concerning Death

ACTIVITY: Investigation of Death

AN-10 ACTIVITY NO.: 401115

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Federal Bureau of Investigation	Keep records up-to-date and inquiries	2	week	2	week
Texas Department of Public Safety	Keep records up-to-date and inquiries	2	week	2	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Auto Theft Processing

AN-10 ACTIVITY NO.: 401116

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Criminal Investigation receives a report of a stolen automobile 	TRIGGER: <ul style="list-style-type: none"> Criminal Investigation receives a report of a stolen automobile
FORMS: <ul style="list-style-type: none"> Automobile Theft Report Form (D-39) Stolen Car Index Card Form (D-37) 	FORMS: <ul style="list-style-type: none"> Wichita Falls Uniform Investigation Report Stolen Car Index Card Form
REFERENCE FILES: <ul style="list-style-type: none"> Auto Theft File (DFZ-11) Stolen Car Index File Vehicle License Number (DFZ-6) Stolen Car Index File I.D. Number (DFZ-5) Stolen Car Index File Vehicle Owner (DFZ-4) 	REFERENCE FILES: <ul style="list-style-type: none"> Stolen Car Index File -- Vehicle License Number Stolen Car Index File -- Complaint Number
OUTPUT: <ul style="list-style-type: none"> Auto Theft Report (D-39) Stolen Car Index Card (D-37) 	OUTPUT: <ul style="list-style-type: none"> Uniform Investigation Report Stolen Car Index Card
OUTPUT FILES: <ul style="list-style-type: none"> DFZ-6 DFZ-5 DFZ-4 	OUTPUT FILES: <ul style="list-style-type: none"> Stolen Car Index File -- Vehicle License Number Stolen Car Index File -- Complaint Number
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: AUTO THEFT PROCESSING

AS-10 ACTIVITY NO.: 401116

Pre-Implementation Date: 12/6/73						Post-Implementation Date: 3/75					
Activity Frequency 420 per year						Activity Frequency 398 per year					
Est. Activity Time 12 minutes						Est. Activity Time 10 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	11	70.00	\$4.05	\$283.35	505	0	11	66.33	\$4.15	\$275.28
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	70.00	3.37	.31	\$283.35	Operational	11	66.33	3.20	0.29	\$275.28
Clerical						Clerical					
Total Direct Labor \$283.35						Total Direct Labor \$275.28					
Direct Labor Cost per Activity \$.68						Direct Labor Cost per Activity \$.69					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Based on a 365-day year rather than a 260-day work year.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information On Stolen Cars (Either Just Found or Stolen)

ACTIVITY: Auto Theft Processing AM-10 ACTIVITY NO.: 401116

PROCESS: Legal Extralegal X Formal Informal X User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Texas Department of Public Safety	Update records and aid other agencies in search	30	month	30	month
TCIC	Update records and aid other agencies in search	30	month	30	month
NCIC	Update records and aid other agencies in search	30	month	30	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Impounded Vehicle Processing: Stage II

AM-10 ACTIVITY NO.: 401117

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Criminal Investigation receives a copy of Impounded Vehicle Card (R-55) from Information Desk. This form is sent when: a vehicle is impounded or an impounded vehicle is claimed 		TRIGGER: <ul style="list-style-type: none"> Criminal Investigation receives a copy of Impounded Vehicle Card (R-55) from Information Desk. This form is sent when: a vehicle is impounded or an impounded vehicle is claimed 	
FORMS: <ul style="list-style-type: none"> Impound Card (R-55) 		FORMS: <ul style="list-style-type: none"> Impound Card (R-55) 	
REFERENCE FILES: <ul style="list-style-type: none"> Active Auto Impound File (DFZ-9) Auto Theft File (DFZ-11) Auto Impound File Cleared (DFZ-10) 		REFERENCE FILES: <ul style="list-style-type: none"> Active Auto Impound File (DFZ-9) Auto Theft File (DFZ-11) Auto Impound File Cleared (DFZ-10) 	
OUTPUT: <ul style="list-style-type: none"> Impound Card (R-55) 		OUTPUT: <ul style="list-style-type: none"> Impound Card (R-55) 	
OUTPUT FILES: <ul style="list-style-type: none"> Auto Impound File Cleared (DFZ-10) Auto Impound File Active (DFZ-9) 		OUTPUT FILES: <ul style="list-style-type: none"> Auto Impound File Cleared (DFZ-10) Auto Impound File Active (DFZ-9) 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: Law EnforcementDEPARTMENT: PoliceACTIVITY: Impounded Vehicle Processing: Stage 11AA-10 ACTIVITY NO.: 401117

Pre-Implementation						Post-Implementation					
Date: <u>12/06/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>2500</u> per year						Activity Frequency <u>2601</u> per year					
Est. Activity Time <u>10</u> minutes						Est. Activity Time <u>10</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	O	11	208.33	\$4.05	\$843.75	505	O	1	216.75	\$4.71	\$1020.89
117	C	1	208.33	2.06	429.16	117	C	1	216.75	2.71	587.39
Totals by Personnel Type											
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	208.33	10.04	.91	\$843.75	Operational	1	216.75	10.44	10.44	\$1020.89
Clerical	1	208.33	10.04	10.04	429.16	Clerical	1	216.75	10.44	10.44	587.39
Total Direct Labor <u>\$1272.91</u>						Total Direct Labor <u>\$1608.28</u>					
Direct Labor Cost per Activity \$ <u>.51</u>						Direct Labor Cost per Activity \$ <u>.62</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information on Impounded Vehicles

ACTIVITY: Impounded Vehicle Processing: Stage II

AM-10 ACTIVITY NO.: 401117

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Texas Department of Public Safety	Update records and assist other agencies	weekly		weekly	
Insurance Company	Assist own investigation	weekly		weekly	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

preimplementation period to 2,601 during the postimplementation. This combined with salary increases to raise the total direct labor cost from \$1,272.91 to \$1,603.28.

The eighth activity (Activity 401118) is the monitoring of pawnshop records, which is triggered when an officer checks the records of any of the pawnshops in Wichita Falls. No changes in forms, files, or users occurred in this activity as a result of the implementation of LES. However, where during the preimplementation period a number of officers were involved in the monitoring process, the monitoring is now performed by just one officer, who is then familiar with the activities of all 10 pawnshops in the City. Due to the change in personnel costs and a slight increase in activity frequency, total labor costs rose from \$1,782.00 to \$2,069.64.

The final activity (Activity 401119) is the processing of pistols, which is triggered whenever pistols are obtained by the Department during the course of its investigative operations. The Uniform Investigative Report has replaced the Officer's Report for the recording of any investigative information required to process the pistol. No other changes in forms, procedures, files, or users have occurred. A slight increase in activity frequency and salary hikes resulted in an increase in total labor costs from \$175.50 to \$183.64.

Juvenile Section

The Juvenile Section is a component of the Criminal Investigation Division, and has the responsibility for investigating offenses committed by or against juveniles in Wichita Falls. The Juvenile Bureau thus is involved in the following activities: 1) juvenile processing, 2) locating missing juveniles, and 3) juvenile crime investigation. Generally, these activities were not greatly affected by the implementation of LES. Total annual man-hours required to complete these activities dropped from 5,327.5 to 4,917 from the pre- to the postimplementation period. Total direct labor costs, however, rose from \$21,576.38 to \$23,228.04. A summary of activity expenditures for the Juvenile Bureau is provided in table 6.

The first activity (Activity 401121) is the processing of juveniles, which occurs whenever a juvenile is reported to the Police Department for an alleged or suspected offense or when a juvenile has been brought to the Department for questioning or booking. No changes in forms, files, procedures, or users have occurred in this activity as a result of the implementation of LES. Despite a slight decrease in the number of juveniles processed by this activity, salary increases brought the total labor costs up from \$13,304.25 to \$14,893.84.

The second activity (Activity 401122) is the locating of missing juveniles, which is triggered each time a juvenile is reported missing or a juvenile is found. A slight change in forms has occurred with the replacement of the old Officer's Report by the Uniform Investigation Report for those instances in which criminal investigative reports are required. No other changes in forms, files, procedures, or users occurred in this activity as a result of the implementation of LES. A decline in activity frequency more than offset a salary increase and resulted in a decrease in total labor costs from \$3,898.13 to \$3,681.60.

The third activity (Activity 401123) is juvenile crime investigation, which occurs whenever the Police Department receives a complaint of an offense which appears to have been committed by a juvenile. Generally, such reported offenses are against property. The

OPERATIONS PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police
 ACTIVITY: Monitor Pawn Shop AN-10 ACTIVITY NO.: 401118

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Officer checks records of one of ten pawn shops in the City of Wichita Falls 		TRIGGER: <ul style="list-style-type: none"> Officer checks records of one of ten pawn shops in the City of Wichita Falls 	
FORMS: <ul style="list-style-type: none"> Pawn Broker's Daily Report (D-33) Notification of Pawned Merchandise Form (D-32) Request to Hold Stolen Property - Pawn Shop Form (D-35) 		FORMS: <ul style="list-style-type: none"> Pawn Broker's Daily Report (D-33) Notification of Pawned Merchandise Form (D-32) Request to Hold Stolen Property - Pawn Shop Form (D-35) 	
REFERENCE FILES: <ul style="list-style-type: none"> Pawn Shop Records File (DFZ-7) 		REFERENCE FILES: <ul style="list-style-type: none"> Pawn Shop Records File (DFZ-7) 	
OUTPUT: <ul style="list-style-type: none"> Notification of Pawned Merchandise (D-32) 		OUTPUT: <ul style="list-style-type: none"> Notification of Pawned Merchandise (D-32) 	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: MONITOR PAWN SHOP RECORDSAA-13 ACTIVITY NO.: 401118

Pre-Implementation						Date: <u>12/6/73</u>					
Activity Frequency <u>440</u> per year						Activity Frequency <u>452</u> per year					
Est. Activity Time <u>60</u> minutes						Est. Activity Time <u>60</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hr.	Direct Labor Cost
505	0	1	165.00	\$4.05	\$668.25	505	0	1	452	\$4.57	\$2065.64
505	0	10	275.00	4.05	1113.75						
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	440.00	21	1.91	\$1782.00	Operational	1	452	21.8	10.9	\$2065.64
Clerical						Clerical					
Total Direct Labor <u>\$1782.00</u>						Total Direct Labor <u>\$2065.64</u>					
Direct Labor Cost per Activity \$ <u>4.05</u>						Direct Labor Cost per Activity \$ <u>4.57</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Concerning Stolen Items That Could Be In Pawn Shops

ACTIVITY: Monitor Pawn Shop Records AM-10 ACTIVITY NO.: 401118

PROCESS: Legal Extralegal X Formal Informal X User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Sheppard A.F.B. Texas Rangers F.B.I. Texas D.P.S.	Seek assistance in locating stolen property	2	day	2	day

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Pistol Processing

AM-TO ACTIVITY NO.: 401119

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • A pistol is turned over to the Police Department • A pistol is purchased • A pistol is stolen 		TRIGGER: <ul style="list-style-type: none"> • A pistol is turned over to the Police Department • A pistol is purchased • A pistol is stolen 	
FORMS: <ul style="list-style-type: none"> • Officer's Report (G-2) • Gun Purchase Report (D-34) • Departmental Complaint Form 		FORMS: <ul style="list-style-type: none"> • Wichita Falls Uniform Investigation Report • Gun Purchase Report • Departmental Complaint Form 	
REFERENCE FILES: <ul style="list-style-type: none"> • Pistol Registration Index File Caliber (DFZ-12) • Pistol Registration File (DFZ-8) • Article File (DFZ-2) • Pistol Registration Index File Owner (DFZ-13) 		REFERENCE FILES: <ul style="list-style-type: none"> • Pistol Registration Index File Caliber (DFZ-12) • Pistol Registration File (DFZ-8) • Article File (DFZ-2) • Pistol Registration Index File Owner (DFZ-13) 	
OUTPUT: <ul style="list-style-type: none"> • Officer's Report (G-2) • Gun Purchase Report (D-34) • Pistol Index Card • Departmental Complaint 		OUTPUT: <ul style="list-style-type: none"> • Uniform Investigation Report • Gun Purchase Report • Pistol Index Card 	
OUTPUT FILES: <ul style="list-style-type: none"> • DFZ-8 • DFZ-12 • DFZ-13 		OUTPUT FILES: <ul style="list-style-type: none"> • DFZ-8 • DFZ-12 • DFZ-13 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Pistol Processing

A4-10 ACTIVITY NO.: 401119

Pre-Implementation						Post-Implementation					
Date: <u>12/06/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>520</u> per year						Activity Frequency <u>531</u> per year					
Est. Activity Time <u>5</u> minutes						Est. Activity Time <u>5</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	11	43.33	\$4.05	\$175.50	505	0	11	44.25	\$4.15	\$183.64
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	11	43.33	2	.18	\$175.50	Operational	11	44.25	2	.19	\$183.64
Clerical						Clerical					
Total Direct Labor <u>\$175.50</u>						Total Direct Labor <u>\$183.64</u>					
Direct Labor Cost per Activity \$ <u>.34</u>						Direct Labor Cost per Activity \$ <u>.35</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information on Purchased, Found, or Stolen Gun

ACTIVITY: Pistol Processing

AM-10 ACTIVITY NO.: 401119

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
TCIC and NCIC	Update records and assist other law agencies	weekly		weekly	
Other Law Enforcement Agencies	Request information or assistance in locating pistol	weekly		weekly	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

TABLE 6
Summary of Activity Expenditures for the Juvenile Section

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Juvenile Processing	401121	2,190	3,285.00	13,304.25	6.08	2,098	3,147.00	14,853.84	7.08
Locating Missing Juveniles	401122	275	962.50	3,898.13	14.18	260	780.00	3,681.60	14.16
Crime Investigation	401123	720	1,080.00	4,374.00	6.08	660	990.00	4,692.60	7.11
Total These Activities			5,327.50	21,576.38			4,917.00	23,228.04	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Juvenile Processing (continued)

AM-10 ACTIVITY NO.: 401121

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Report of juvenile offender either by telephone or directly to police officer • Juvenile brought in for booking • Juvenile brought into protective custody 		TRIGGER: <ul style="list-style-type: none"> • Report of juvenile offender either by telephone or directly to police officer • Juvenile brought in for booking • Juvenile brought into protective custody 	
FORMS: <ul style="list-style-type: none"> • Counsel Sheet (Y-5) • Juvenile Investigating Report (Y-1) • Juvenile Section Record Card (Y-3) • Fingerprint Cards (R-35, 36, 37) 		FORMS: <ul style="list-style-type: none"> • Counsel Sheet (Y-5) • Juvenile Investigating Report (Y-1) • Juvenile Section Record Card (Y-3) • Fingerprint Cards (R-35, 36, 37) 	
REFERENCE FILES: <ul style="list-style-type: none"> • Juvenile Record File (DFY-2) 		REFERENCE FILES: <ul style="list-style-type: none"> • Juvenile Record File (DFY-2) 	
OUTPUT: <ul style="list-style-type: none"> • All those included under Forms • Polygraph Results 		OUTPUT: <ul style="list-style-type: none"> • All those included under Forms • Polygraph Results 	
OUTPUT FILES: <ul style="list-style-type: none"> • Counsel Sheet Book (DFY-1) • Juvenile Record File (DFY-2) • Juvenile Mug and Print File-Name (DFY-3) • Juvenile Mug and Print File-WFPD (DFY-4) 		OUTPUT FILES: <ul style="list-style-type: none"> • Counsel Sheet Book (DFY-1) • Juvenile Record File (DFY-2) • Juvenile Mug and Print File-Name (DFY-3) • Juvenile Mug and Print File-WFPD (DFY-4) 	
USERS:		USERS:	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Juvenile Processing (concluded)

AM-10 ACTIVITY NO.: 401121

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER:		TRIGGER:	
FORMS: <ul style="list-style-type: none"> • Polygraph Release for Minors (Y-4) • Acceptance of Responsibility • Probation Department Appointment Calendar (Y-9) 		FORMS: <ul style="list-style-type: none"> • Polygraph Release for Minors (Y-4) • Acceptance of Responsibility • Probation Department Appointment Calendar (Y-9) 	
REFERENCE FILES:		REFERENCE FILES:	
OUTPUT:		OUTPUT:	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: JUVENILE PROCESSING

A-10 ACTIVITY NO.: 401121

Pre-Implementation Date: 12/6/73						Post-Implementation Date: 3/75					
Activity Frequency 2190 per year						Activity Frequency 2098 per year					
Est. Activity Time 90 minutes						Est. Activity Time 90 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hrs.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hrs.	Direct Labor Cost
505	0	3	3285.00	\$4.05	\$13,304.25	505	0	3	3147	\$4.72	\$14,853.84
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	3	3285.00	153.3	52.8	\$13,304.25	Operational	3	3147	151.59	50.53	\$14,853.84
Clerical						Clerical					
Total Direct Labor \$13,304.25						Total Direct Labor \$14,853.84					
Direct Labor Cost per Activity \$ 6.08						Direct Labor Cost per Activity \$ 7.08					

1. Percent of one man year. . . 2. Percent of effort of each employee assigned this activity.

*Based on a 365-day year rather than a 260-day work-year.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: A Juvenile's Record is Made Available

ACTIVITY: Juvenile Processing

AM-10 ACTIVITY NO.: 401121

PROCESS: Legal x Extralegal Formal x Informal User-specified City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
County Probation Department	Need information for own records Need information for trial	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Seeking Information on Juveniles

ACTIVITY: Juvenile Processing AM-10 ACTIVITY NO.: 401121

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: Legitimate requests via teletype, telephone, letter, or personal appearance concerning juveniles

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Other Law Enforcement Agencies	Acquire information concerning juveniles in their investigations	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Locating Missing Juveniles

AN-10 ACTIVITY NO.: 401122

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Juvenile reported missing • Child found 	TRIGGER: <ul style="list-style-type: none"> • Juvenile reported missing • Child found
FORMS: <ul style="list-style-type: none"> • Missing Persons Report (R-22) • Supplementary Report (G-2) • Juvenile Investigation Report (Y-2) • Officer's Report 	FORMS: <ul style="list-style-type: none"> • Missing Persons Report (R-22) • Supplementary Report (G-2) • Juvenile Investigation Report (Y-2) • v/R
REFERENCE FILES: <ul style="list-style-type: none"> • Juvenile Record File 	REFERENCE FILES: <ul style="list-style-type: none"> • Juvenile Record File
OUTPUT: <ul style="list-style-type: none"> • Missing Persons Report (R-22) • Juvenile Investigation Report (Y-2) 	OUTPUT: <ul style="list-style-type: none"> • Missing Persons Report (R-22) • Juvenile Investigation Report (Y-2)
OUTPUT FILES: <ul style="list-style-type: none"> • Daily Report Book (DFR-16) • Juvenile Record File (DFY-2) • Daily Report Book (DFR-16) 	OUTPUT FILES: <ul style="list-style-type: none"> • Daily Report Book (DFR-16) • Juvenile Record File (DFY-2) • Daily Report Book (DFR-16)
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: LOCATING MISSING JUVENILES

AA-10 ACTIVITY NO.: 401122

Pre-Implementation						Post-Implementation					
Date: <u>12/6/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>275</u> per year						Activity Frequency <u>260</u> per year					
Est. Activity Time <u>210</u> minutes						Est. Activity Time <u>210</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/hr.	Direct Labor Cost
505	0	3	962.50	\$4.05	\$3898.13	505	0	3	780.00	\$4.72	\$3681.60
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	3	962.50	46	15.3	\$3898.13	Operational	3	780	37.57	12.52	\$3681.60
Clerical						Clerical					
Total Direct Labor <u>\$3898.13</u>						Total Direct Labor <u>\$3681.60</u>					
Direct Labor Cost per Activity \$ <u>14.18</u>						Direct Labor Cost per Activity \$ <u>14.16</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Notice of Missing Juvenile

ACTIVITY: Locating Missing Juveniles

AM-10 ACTIVITY NO.: 401122

PROCESS: Legal X Extralegal Formal X Informal User-specified X City-specified

COMMENTS: If within 24 hours a juvenile is not located DPS is notified, Probation Department is notified of all cases

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Texas Department of Public Safety	Notice of missing juvenile	2	month	2	month
County Probation Department	Notice of missing juvenile	4 to 5	week	4 to 5	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Another Law Enforcement Agency is Notified of a Missing Juvenile or Requests Help in Locating a Juvenile

ACTIVITY: Locating Missing Juveniles AM-10 ACTIVITY NO.: 401122

PROCESS: Legal Extralegal x Formal Informal x User-specified x City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Other Law Enforcement Agencies	Information on missing juvenile	2	month	2	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Crime Investigation

AM-10 ACTIVITY NO.: 401123

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Receipt of complaint via telephone or directly to officer 	TRIGGER: <ul style="list-style-type: none"> • Receipt of complaint via telephone or directly to officer
FORMS: <ul style="list-style-type: none"> • Departmental Complaint (R-20) • Complaint (R-21) • Officer's Report (G-2) • Supplementary Report (G-3) 	FORMS: <ul style="list-style-type: none"> • Wichita Falls Uniform Investigation Report
REFERENCE FILES: <ul style="list-style-type: none"> • Juvenile Record File 	REFERENCE FILES: <ul style="list-style-type: none"> • Juvenile Record File
OUTPUT: <ul style="list-style-type: none"> • Supplementary Report (G-3) • Witness Statement 	OUTPUT: <ul style="list-style-type: none"> • Supplementary Report (G-3) • Witness Statement
OUTPUT FILES: <ul style="list-style-type: none"> • Juvenile Record File (DFY-2) • Dead File 	OUTPUT FILES: <ul style="list-style-type: none"> • Juvenile Record File (DFY-2) • Dead File
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: CRIME INVESTIGATIONA-10 ACTIVITY NO.: 401123

Pre-Implementation						Date: <u>12/6/73</u>					
Activity Frequency <u>720</u> per year*						Activity Frequency <u>660</u> per year					
Est. Activity Time <u>90</u> minutes						Est. Activity Time <u>90</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	3	1080.00	\$4.05	\$4374.00	505	0	3	990	\$4.74	\$4692.60
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	3	1080.00	52	17.3	\$4374.00	Operational	3	990	47.69	15.90	\$4692.60
Clerical						Clerical					
Total Direct Labor <u>\$4374.00</u>						Total Direct Labor <u>\$4692.60</u>					
Direct Labor Cost per Activity \$ <u>6.08</u>						Direct Labor Cost per Activity \$ <u>7.11</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Based on a 365-day year rather than the 260-day work-year.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Investigation Material Made Available for Court Use

ACTIVITY: Crime Investigation

AM-10 ACTIVITY NO.: 401123

PROCESS: Legal x Extralegal Formal x Informal User-specified City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
County Probation Dept. Juvenile Court Defense & Prosecuting Attorneys	Records for Court	7	week	7	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

Uniform Investigation Report has replaced the older reporting forms for the recording of investigative details for this activity. No other changes in forms, files, procedures, or users occurred in this activity. The moderate decline in activity frequency was offset by a salary increase, which pushed direct labor costs up from \$4,374.00 to \$4,692.60.

Identification Section

The Identification Office is a component of the Services Division and has major responsibilities for creating and maintaining identification information on criminals, Police Office Recruits, civilian Police Clerk applicants, and city license applicants. The Identification Office has responsibility for the following three activities: 1) updating identification records, 2) evidence collection, and 3) property handling.

As a result of the departmental study on the use of forms conducted in conjunction with the design of LES, and of changes in investigative operations, the activities of the Identification Bureau have undergone considerable change from the preimplementation period. The total annual man-hours required to complete the activities dropped from 2,201.67 to 1,336.63, slicing labor costs from \$8,916.77 to \$5,545.78. A complete summary of activity expenditures for the Identification Bureau is provided in table 7.

The first activity (Activity 401421) is the updating of identification records, which occurs when persons are arrested and booked or when employment or license applications are received by the Police Department. No changes in forms, files, procedures, or users occurred in this activity as a result of the implementation of LES. Due to a reported decrease in this activity, partially resulting from decreases in license and employment applications, the labor costs for this activity decreased from \$3,229.88 to \$2,158.00.

The second activity (Activity 401422) is evidence collection, which occurs whenever a major crime has taken place and the Criminal Investigation Division has requested the assistance of the Identification Office. The implementation of LES has not resulted in any changes in forms, files, procedures, or users for this activity. However, requests for assistance from the Criminal Investigation Division have dropped to only one per week since the Criminal Investigation Division received 12 field identification kits. These kits allow the investigating officers to perform the crime scene identification functions formerly performed by personnel from the Identification Section. This significant decrease in activity has resulted in a significant labor cost savings of over \$3,500.00 as the costs were reduced from \$4,455.00 to \$863.20 annually.

The third activity (Activity 401423) is property handling, which occurs when property is claimed, received, or auctioned. As a result of the study on the use of forms, the procedures for handling property have been revised. Formerly, the Evidence Storage Information Slip and the Evidence Storage Receipt were used to record items of property. Copies of these forms were attached to the property. A Property Description File was maintained, utilizing the original copy of the Evidence Storage Receipt. Periodic auctions were held to clear the Evidence Property Room of unclaimed property. All of these forms and files have been replaced. Under current procedures, property received by the Department is tagged with the appropriate case number and stored in the Property Room. A stub from the three-part tag is placed in the case file to indicate the property has been received by the Property Room. The second part of the tag is filed in a Property On Hand File, maintained by the Property Clerk. A Temporary Receipt is utilized to maintain control

TABLE 7
Summary of Activity Expenditures for the Identification Section

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Update Identification Records	401421	3,190	797.50	3,229.88	1.01	2,080	520.00	2,158.00	1.04
Evidence Collection	401422	275	1,100.00	4,455.00	16.20	52	208.00	863.20	16.60
Property Handling	401423	3,650	304.17	1,231.89	.34	3,650	608.33	2,524.58	.69
Total These Activities			2,201.67	8,916.77			1,336.33	5,545.78	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police
 ACTIVITY: Updating Identification Records AN-ID ACTIVITY NO.: 401421

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER:	<ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received 	TRIGGER:	<ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received
FORMS:	<ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felonies • Copy of application 	FORMS:	<ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felonies • Copy of application
REFERENCE FILES:	<ul style="list-style-type: none"> • Person's Reference File (DFR-7) • Arrest Jacket File (DFR-5) • Applicant File (DFR-6) 	REFERENCE FILES:	<ul style="list-style-type: none"> • Person's Reference File (DFR-7) • Arrest Jacket File (DFR-5) • Applicant File (DFR-6)
OUTPUT:	<ul style="list-style-type: none"> • Fingerprint Cards 	OUTPUT:	<ul style="list-style-type: none"> • Fingerprint Cards
OUTPUT FILES:	<ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File 	OUTPUT FILES:	<ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File
USERS:		USERS:	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Updating Identification Records

AW-10 ACTIVITY NO.: 201421

Pre-Implementation	Date: 12/06/73	Post-Implementation	Date: 3/75
<p>IMPACT:</p> <ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received 		<p>IMPACT:</p> <ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received 	
<p>FORMS:</p> <ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felons • Copy of application 		<p>FORMS:</p> <ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felons • Copy of application 	
<p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Person's Reference File (DPR-7) • Arrest Jacket File (DPR-5) • Applicant File (DPR-6) 		<p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Person's Reference File (DPR-7) • Arrest Jacket File (DPR-5) • Applicant File (DPR-6) 	
<p>OUTPUT:</p> <ul style="list-style-type: none"> • Fingerprint Cards 		<p>OUTPUT:</p> <ul style="list-style-type: none"> • Fingerprint Cards 	
<p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File 		<p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File 	
<p>USERS:</p>		<p>USERS:</p>	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Updating Identification Records

AM-10 ACTIVITY NO.: 401A21

Pre-Implementation	Date: <u>12/06/72</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received 		TRIGGER: <ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received 	
FORMS: <ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felons • Copy of application 		FORMS: <ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felons • Copy of application 	
REFERENCE FILES: <ul style="list-style-type: none"> • Person's Reference File (DFR-7) • Arrest Jacket File (DFR-5) • Applicant File (DFR-6) 		REFERENCE FILES: <ul style="list-style-type: none"> • Person's Reference File (DFR-7) • Arrest Jacket File (DFR-5) • Applicant File (DFR-6) 	
OUTPUT: <ul style="list-style-type: none"> • Fingerprint Cards 		OUTPUT: <ul style="list-style-type: none"> • Fingerprint Cards 	
OUTPUT FILES: <ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File 		OUTPUT FILES: <ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File 	
USERS:		USERS:	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Updating Identification Records

AN-10 ACTIVITY NO.: 401421

<p>Pre-Implementation Date: <u>12/06/73</u></p> <p>TRIGGER:</p> <ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received <p>FORMS:</p> <ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felons • Copy of application <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Person's Reference File (DFR-7) • Arrest Jacket File (DFR-5) • Applicant File (DFR-6) <p>OUTPUT:</p> <ul style="list-style-type: none"> • Fingerprint Cards <p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File <p>USERS:</p>	<p>Post-Implementation Date: <u>3/75</u></p> <p>TRIGGER:</p> <ul style="list-style-type: none"> • A person is arrested and booked • An application for employment for civil service is received (police, fireman) • An application for a city license is received <p>FORMS:</p> <ul style="list-style-type: none"> • I.D. -- fingerprint card (R-37) for arrestees • "No FBI sheet" • Single fingerprint cards (R-33) for alleged felons • Copy of application <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Person's Reference File (DFR-7) • Arrest Jacket File (DFR-5) • Applicant File (DFR-6) <p>OUTPUT:</p> <ul style="list-style-type: none"> • Fingerprint Cards <p>OUTPUT FILES:</p> <ul style="list-style-type: none"> • Arrest Jacket File • Applicant File • Fingerprint Classifications File • Single Print File <p>USERS:</p>
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MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: UPDATING IDENTIFICATION RECORDS

AA-10 ACTIVITY NO.: 401421

Pre-Implementation						Post-Implementation					
Date: 12/6/73						Date: 3/75					
Activity Frequency 3190 per year						Activity Frequency 2080 per year					
Est. Activity Time 15 minutes						Est. Activity Time 15 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	1	797.50	\$4.05	\$3229.88	505	0	1	520.00	\$4.15	\$2158.00
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	1	797.50	38	39	\$3229.88	Operational	1	520.00	25.05	25.05	\$2158.00
Clerical						Clerical					
Total Direct Labor \$3229.88						Total Direct Labor \$2158.00					
Direct Labor Cost per Activity \$ 1.01						Direct Labor Cost per Activity \$ 1.04					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Fingerprint Cards Filed for Disposition or Reference

ACTIVITY: Updating Identification Records

AM-10 ACTIVITY NO.: 401422

PROCESS: Legal X Extralegal Formal X Informal User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Federal Bureau of Investigation	Fingerprint Card put on record	7	day	7	day
Texas Department of Public Safety	Fingerprint Card put on record	7	day	7	day
County & District Court	Fingerprint Card used for evidence	weekly		weekly	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Evidence Collection

AN-10 ACTIVITY NO.: 401422

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Request from Criminal Investigation for assistance 		TRIGGER: <ul style="list-style-type: none"> Request from Criminal Investigation for assistance 	
FORMS: <ul style="list-style-type: none"> Latent Fingerprints (R-41) Evidence Storage Information (R-57) 		FORMS: <ul style="list-style-type: none"> Latent Fingerprints (R-41) Evidence Storage Information (R-57) 	
REFERENCE FILES: <ul style="list-style-type: none"> Property Description File (DFR-11) 		REFERENCE FILES: <ul style="list-style-type: none"> Property Description File (DFR-11) 	
OUTPUT: <ul style="list-style-type: none"> Latent Fingerprint Card (R-41) Evidence Receipt (R-58) Evidence Storage Information Slip (R-57) Documented Guidance 		OUTPUT: <ul style="list-style-type: none"> Latent Fingerprint Card (R-41) Evidence Receipt (R-58) Evidence Storage Information Slip (R-57) Documented Guidance 	
OUTPUT FILES: <ul style="list-style-type: none"> Property Description File (DFR-11) 		OUTPUT FILES: <ul style="list-style-type: none"> Property Description File (DFR-11) 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: EVIDENCE COLLECTIONA1-10 ACTIVITY NO.: 401422

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>275</u> per year						Activity Frequency <u>52</u> per year					
Est. Activity Time <u>240</u> minutes						Est. Activity Time <u>240</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	1	1100.00	\$4.05	\$4455.00	505	0	1	208	\$4.15	\$863.20
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	1	1100.00	53	53	\$4455.00	Operational	1	208	10.02	10.02	\$863.20
Clerical						Clerical					
Total Direct Labor <u>\$4455.00</u>						Total Direct Labor <u>\$863.20</u>					
Direct Labor Cost per Activity \$ <u>16.20</u>						Direct Labor Cost per Activity \$ <u>16.60</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Evidence to Present in a Case

ACTIVITY: Evidence Collection AM-10 ACTIVITY NO.: 401422

PROCESS: Legal X Extralegal Formal X Informal User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Courts	Evidence in a case	1	week	1	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Property Handling

AN-10 ACTIVITY NO.: 401423

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Property is claimed Property is received Annual auction 	TRIGGER: <ul style="list-style-type: none"> Property is claimed Property is received Annual auction
FORMS: <ul style="list-style-type: none"> Evidence Storage Information Slip (R-57) Evidence Storage Receipt (R-58) 	FORMS: <ul style="list-style-type: none"> WFPD Property Room Temporary Receipt WFPD Permanent Receipt of Property WFPD Retention of Property by Court WFPD Property Log Ledger
REFERENCE FILES: <ul style="list-style-type: none"> Property Description File (DFR-11) 	REFERENCE FILES: <ul style="list-style-type: none"> Property on Hand File Temporary Withdrawal File
OUTPUT: <ul style="list-style-type: none"> Released Property 	OUTPUT: <ul style="list-style-type: none"> Released Property
OUTPUT FILES:	OUTPUT FILES: <ul style="list-style-type: none"> Property Log Book
USERS: <ul style="list-style-type: none"> Police Officer 	USERS: <ul style="list-style-type: none"> Police Officer

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: PROPERTY HANDLING

A4-10 ACTIVITY NO.: 401423

Pre-Implementation Date: 12/6/73						Post-Implementation Date: 3/75					
Activity Frequency 3650 per year *						Activity Frequency 3650 per year					
Est. Activity Time 5 minutes						Est. Activity Time 10 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	3	304.17	\$4.05	\$1231.89	505	0	3	608.33	\$4.15	\$2524.58
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	3	304.17	14.65	4.89	\$1231.89	Operational	3	608.33	29.30	9.76	\$2524.58
Clerical						Clerical					
Total Direct Labor \$1231.89						Total Direct Labor \$2524.58					
Direct Labor Cost per Activity \$.34						Direct Labor Cost per Activity \$.69					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Based on a 365-day year rather than a 260-day work-year.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Looking for Lost and Found Item

ACTIVITY: Property Handling

AM-10 ACTIVITY NO.: 401423

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Citizen	Looking for lost item	frequent		3 to 4	week
Police Officer	Looking for item related to a case	frequent		3 to 4	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

of property used as evidence in a Court trial. If the Court retains property entered into evidence, then a police Division Officer submits a Retention of Property by Court Form. A Permanent Receipt Form is used when property is returned to citizens. A Division Officer, and not the citizen, obtains the property from the Property Room and receives the signed Permanent Receipt Form from the citizen. A Property Log Book is maintained by the Property Room Clerk to record all persons who have had access to property stored in the room. The users of this activity have remained the police officers involved in property transactions. The new procedures have resulted in an average increase in estimated time required to complete an activity from five to ten minutes. This, combined with a slight increase in wages, resulted in a direct labor cost increase of over \$1,200.00, from \$1,231.89 to \$2,524.58.

Communications Section

The Communications Section is the component of the Services Division which has the responsibility for providing a communications link between officers in the field and other elements of the Police Department. The Communications Section involves four activities: 1) responding to patrol unit requests, 2) routine dispatching, 3) accident dispatching, and 4) alarm monitoring.

These activities of the Communications Section have not been greatly affected by the implementation of LES. The total annual man-hours required to complete the activities declined slightly from 2,598.43 to 2,553.39. The total annual labor costs rose slightly from \$6,028.36 to \$6,102.62. A summary of activity expenditures for the Communications Section is provided in table 8.

The first activity (Activity 401431) is responding to patrol unit requests, which is triggered when a patrol unit makes a request for information needed to complete an investigation, such as an auto license check or a wanted person check. No changes in forms, files, procedures, or users occurred in this activity. The activity frequency declined from 39,000 to 36,000 resulting in a decrease in the total annual man-hours from 1,300 to 1,200. This resulted in a decrease in labor costs from \$3,016.00 to \$2,868.00.

The second activity (Activity 401432) is routine dispatching, which is triggered when a request for police action is received from the public or from the Information Desk. No changes in forms, files, procedures, or users occurred in this activity as a result of the implementation of LES. The number of routine dispatching calls increased from 33,660 in the preimplementation period to 35,080 in the postimplementation period. This increased labor costs from \$2,603.04 to \$2,794.63.

The third activity (Activity 401433) is accident dispatching, which occurs when a report of an accident is received by telephone. The forms, files, procedures, and users of this activity have not changed as a result of the implementation of LES. The number of accidents reported rose slightly from 3,918 to 4,063. This produced an overall labor cost increase for this activity of \$20.68.

The fourth activity (Activity 401434) is alarm monitoring, which involves the monitoring of alarm buttons on the display panel of the dispatcher console. The activity is triggered when one of the alarm buttons becomes lighted or when the dispatcher receives an alarm notification call from an independent alarm monitoring service within the City. No

TABLE 8
Summary of Activity Expenditures for the Communications Section

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Respond to Patrol Unit Request	401431	39,000	1,300.00	3,016.00	.08	36,000	1,200.00	2,868.00	.08
Routine Dispatching	401432	33,660	1,122.00	2,603.04	.08	35,080	1,169.30	2,794.63	.08
Accident Dispatching	401433	3,918	130.60	302.99	.08	4,063	135.43	323.69	.08
Alarm Monitoring	401434	1,375	45.83	106.33	.08	1,460	48.66	116.30	.08
Total These Activities			2,598.43	6,028.36			2,553.39	6,102.62	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Respond to Patrol Unit Request

AN-10 ACTIVITY NO.: 401431

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Patrol unit makes a request for information needed to complete an investigation 		TRIGGER: <ul style="list-style-type: none"> Patrol unit makes a request for information needed to complete an investigation 	
FORMS:		FORMS:	
REFERENCE FILES: <ul style="list-style-type: none"> Auto Theft Book (DFC-3) Persons Reference File (DFR-7) Arrest Jacket File (DFR-5) Applicant File (DFR-6) 		REFERENCE FILES: <ul style="list-style-type: none"> Auto Theft Book (DFC-3) Persons Reference File (DFR-7) Arrest Jacket File (DFR-5) Applicant File (DFR-6) 	
OUTPUT:		OUTPUT:	
OUTPUT FILES:		OUTPUT FILES:	
USERS: <ul style="list-style-type: none"> Police Officers 		USERS: <ul style="list-style-type: none"> Police Officers 	

MANPOWER PROFILE

APPLICATION: Law EnforcementDEPARTMENT: PoliceACTIVITY: Respond to Patrol Unit RequestA-I-O ACTIVITY NO.: 401431

Pre-Implementation Date: <u>12/06/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>39,000</u> per year						Activity Frequency <u>36,000</u> per year					
Est. Activity Time <u>2</u> minutes						Est. Activity Time <u>2</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
171	C	3	1300.00	\$2.32	\$3016.00	171	C	3	1200.00	\$2.39	\$2868.00
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	3	1300.00	63.0	21.0	\$3016.00	Clerical	3	1200.00	57.8	19.3	\$2868.00
Total Direct Labor <u>\$3016.00</u>						Total Direct Labor <u>\$2868.00</u>					
Direct Labor Cost per Activity \$ <u>.08</u>						Direct Labor Cost per Activity \$ <u>.08</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Request for Information

ACTIVITY: Respond to Patrol Unit Request

ACT-10 ACTIVITY NO.: 401431

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Police Officer	To get information concerning present activity	3250	month	3000	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police
 ACTIVITY: Routine Dispatching AN-10 ACTIVITY NO.: 401432

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: • A request from the public via telephone or at Information Desk for police action		TRIGGER: • A request from the public via telephone or at Information Desk for police action	
FORMS: • Dispatch Card (R-61)		FORMS: • Dispatch Card (R-61)	
REFERENCE FILES: • Logsheet File (DFC-4)		REFERENCE FILES: • Logsheet File (DFC-4)	
OUTPUT: • Completed Dispatch Card (R-61)		OUTPUT: • Completed Dispatch Card (R-61)	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: ROUTINE DISPATCHINGA1-10 ACTIVITY NO.: 401432

Pre-Implementation						Post-Implementation					
Date: <u>12/6/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>33,660</u> per year						Activity Frequency <u>35,080</u> per year					
Est. Activity Time <u>2</u> minutes						Est. Activity Time <u>2</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
171	C	3	1122.00	\$2.32	\$2603.04	171	C	3	1169.3	\$2.39	\$2794.63
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	3	1122.00	54	18	\$2603.04	Clerical	3	1169.3	56.3	18.8	\$2794.63
Total Direct Labor <u>\$2603.04</u>						Total Direct Labor <u>\$2794.63</u>					
Direct Labor Cost per Activity \$ <u>.08</u>						Direct Labor Cost per Activity \$ <u>.08</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Accident Dispatching

AN-10 ACTIVITY NO.: 401433

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Report of accident is received via telephone 	TRIGGER: <ul style="list-style-type: none"> • Report of accident is received via telephone
FORMS: <ul style="list-style-type: none"> • Dispatch Card (Form R-61) 	FORMS: <ul style="list-style-type: none"> • Dispatch Card (Form R-61)
REFERENCE FILES: <ul style="list-style-type: none"> • Ambulance called File (DFC-2) • Wrecker Called File (DFC-1) • Log Sheet File (DFC-4) 	REFERENCE FILES: <ul style="list-style-type: none"> • Ambulance called File (DFC-2) • Wrecker Called File (DFC-1) • Log Sheet File (DFC-4)
OUTPUT: <ul style="list-style-type: none"> • Completed Dispatch Card (R-61) 	OUTPUT: <ul style="list-style-type: none"> • Completed Dispatch Card (R-61)
OUTPUT FILES:	OUTPUT FILES:
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: ACCIDENT DISPATCHINGAI-10 ACTIVITY NO.: 401433

Pre-Implementation						Post-Implementation					
Date: <u>12/6/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>3918</u> per year						Activity Frequency <u>4063</u> per year					
Est. Activity Time <u>2</u> minutes						Est. Activity Time <u>2</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
171	C	3	130.60	\$2.32	\$302.99	171	C	3	135.43	\$2.39	\$323.69
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	3	130.60	15	5	\$302.99	Clerical	3	143	5.52	2.1	\$323.69
Total Direct Labor <u>\$302.99</u>						Total Direct Labor <u>\$323.69</u>					
Direct Labor Cost per Activity \$ <u>.08</u>						Direct Labor Cost per Activity \$ <u>.08</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Calls to Ambulances and Wreckers

ACTIVITY: Accident Dispatching

AD-10 ACTIVITY NO.: 401433

PROCESS: Legal ☐ Extralegal ☒ Formal ☐ Informal ☒ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Ambulances and Wreckers	Notice of where accident occurred	36	month	36	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Alarm Monitoring

AN-10 ACTIVITY NO.: 401434

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Alarm button lights or an independent firm calls dispatcher 		TRIGGER: <ul style="list-style-type: none"> Alarm button lights or an independent firm calls dispatcher 	
FORMS: <ul style="list-style-type: none"> Dispatch Card (Form R-61) 		FORMS: <ul style="list-style-type: none"> Dispatch Card (Form R-61) 	
REFERENCE FILES: <ul style="list-style-type: none"> Emergency Business Number File (DFC-5) Logsheet File (DFC-4) 		REFERENCE FILES: <ul style="list-style-type: none"> Emergency Business Number File (DFC-5) Logsheet File (DFC-4) 	
OUTPUT: <ul style="list-style-type: none"> Completed Dispatch Card (R-61) 		OUTPUT: <ul style="list-style-type: none"> Completed Dispatch Card (R-61) 	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: ALARM MONITORINGA-1-10 ACTIVITY NO.: 401434

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>1375</u> per year						Activity Frequency <u>1460</u> per year					
Est. Activity Time <u>2</u> minutes						Est. Activity Time <u>2</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
171	C	3	45.83	\$2.32	\$106.33	171	C	3	48.66	\$2.39	\$116.30
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	3	45.83	2	.6	\$106.33	Clerical	3	48.66	2.3	.8	\$116.30
Total Direct Labor <u>\$106.33</u>						Total Direct Labor <u>\$116.30</u>					
Direct Labor Cost per Activity \$ <u>.08</u>						Direct Labor Cost per Activity \$ <u>.08</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Response to Alarms

ACTIVITY: Alarm Monitoring

AM-10 ACTIVITY NO.: 401434

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Businesses and Institutions with Alarms	Notified if alarm goes off	25	week	30	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

changes occurred in the forms, files, procedures, or users of this activity. The number of activated alarm buttons increased slightly from 1,375 during the preimplementation period to 1,460 during the postimplementation period. This resulted in an increase of slightly over \$10.00 in the direct labor costs of the activity.

Information Desk

The Information Desk is the component of the Patrol Division which provides a single point of contact between the Police Department and the public. As such, the Information Desk performs three activities: 1) complaint processing: Stage I, 2) processing of arrestees: Stage II, and 3) impounded vehicle processing: Stage I. These activities have not been greatly affected by the implementation of LES. Total annual man-hours required to complete the activities dropped from 5,508.34 during the preimplementation period to 5,326.67 during the postimplementation period. Direct labor costs rose slightly from \$23,414.44 to \$24,819.36. A summary of activity expenditures for the Information Desk is provided in table 9.

The first activity (Activity 401451) is complaint processing: Stage I, which is triggered when the Information Desk receives a complaint and determines whether a Municipal Court Complaint Form must be prepared. No changes in forms, files, procedures, or users occurred in this activity. The number of complaints processed in this activity rose slightly from 40,300 to 41,975. This, combined with a slight rise in salary costs, resulted in an increase in direct labor costs from \$14,877.45 to \$17,069.85.

The second activity (Activity 401452) is the processing of arrestees: Stage II, which is triggered when a lawyer or individual appears at the Information Desk to post bond to have an arrestee released from jail. No change occurred in the forms, files, procedures, or users of this activity. However, the time required to complete an activity was estimated by Information Desk personnel as 15 minutes, a decrease from the estimate recorded during the preimplementation study. Although the activity frequency increased from 5,200 to 5,581, because of the variance in the estimated activity time between the pre- and postimplementation, total labor costs for this activity declined from \$7,678.65 to \$6,808.82. Thus, the decrease in costs is due to probable data estimation difficulties rather than to the effects of LES implementation.

The third activity (Activity 401453) is impounded vehicle processing: Stage I, which is triggered when the Information Desk receives an Impounded Vehicle Card or a request for information about an impounded vehicle from the owner of the vehicle. No change in forms, files, procedures, or users occurred in this activity. An increase in activity frequency and a slight salary increase resulted in an increase in direct labor costs from \$858.34 to \$940.69.

Central Records Section

The Central Records Section is the component of the Services Division which has responsibility for the maintenance of most of the records related to police activities. The Central Records Section involves the following six activities: 1) complaint processing: Stage II, 2) complaint files inquiries processing, 3) traffic accident information processing, 4) arrest information processing, 5) applicant information processing, and 6) property processing.

TABLE 9
Summary of Activity Expenditures for the Information Desk

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Complaint Processing: Stage I	401451	40,300	3,358.34	14,877.45	.37	41,975	3,497.92	17,069.85	.41
Processing of Arrestees: Stage II	401452	5,200	1,733.33	7,678.65	1.48	5,581	1,395.25	6,808.82	1.22
Impounded Vehicle Processing: Stage I	401453	2,500	416.67	858.34	.34	2,601	433.50	940.69	.36
Total These Activities			5,508.34	23,414.44			5,326.67	24,819.36	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Complaint Processing: Stage 1

AM-10 ACTIVITY NO.: 401451

Pre-Implementation Date: <u>12/06/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Information Desk officer receives a complaint and determines if a municipal court complaint form required 	TRIGGER: <ul style="list-style-type: none"> Information Desk officer receives a complaint and determines if a municipal court complaint form required
FORMS: <ul style="list-style-type: none"> Bicycle Theft Complaint (R-19) Departmental Complaint Worksheet (R-20) Municipal Court Complaint Form Dispatch Card (R-61) 	FORMS: <ul style="list-style-type: none"> Bicycle Theft Complaint (R-19) Departmental Complaint Worksheet (R-20) Municipal Court Complaint Form Dispatch Card (R-61)
REFERENCE FILES:	REFERENCE FILES:
OUTPUT: <ul style="list-style-type: none"> Departmental Complaint Worksheet (R-20) Municipal Court Complaint Form Warrant (C-58) Completed Dispatch Card (R-61) 	OUTPUT: <ul style="list-style-type: none"> Departmental Complaint Worksheet (R-20) Municipal Court Complaint Form Warrant (C-58) Completed Dispatch Card (R-61)
OUTPUT FILES:	OUTPUT FILES:
USERS: <ul style="list-style-type: none"> Municipal Court Patrol Unit 	USERS: <ul style="list-style-type: none"> Municipal Court Patrol Unit

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Complaint Processing: Stage I

AA-10 ACTIVITY NO.: 401451

Pre-Implementation Date: <u>12/06/73</u> Activity Frequency <u>40,300</u> per year Est. Activity Time <u>5</u> minutes						Post-Implementation Date: <u>3/75</u> Activity Frequency <u>41,975</u> per year Est. Activity Time <u>5</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
508	0	3	3358.34	\$4.43	\$14,877.45	508	0	3	3497.92	\$4.88	\$17,069.85
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	3	3358.34	162	54	\$14,877.45	Operational	3	3497.92	168	56	\$17,069.85
Clerical						Clerical					
Total Direct Labor <u>\$14,877.45</u>						Total Direct Labor <u>\$17,069.85</u>					
Direct Labor Cost per Activity \$ <u>.37</u>						Direct Labor Cost per Activity \$ <u>.41</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: If a Municipal Offense Committed the Municipal Court Prepares the Warrant

ACTIVITY: Complaint Processing* Stage I AN-10 ACTIVITY NO.: 401451

PROCESS: Legal x Extralegal Formal x Informal User-specified City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Municipal Court	Use complaint information to prepare warrant	weekly		weekly	
Patrol Unit	Serves warrant	weekly		weekly	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Processing of Arrestees: Stage II

AM-10 ACTIVITY NO.: 401452

<p>Pre-Implementation Date: <u>12/06/73</u></p> <hr/> <p>TRIGGER:</p> <ul style="list-style-type: none"> • A lawyer or an individual who will post bond appears at the Information Desk to have an arrestee released <hr/> <p>FORMS:</p> <ul style="list-style-type: none"> • Jail Card (J-1) • Property Envelope (J-6) • Attorney's Agreement (C-59) • Cash Appearance Bond (C-56) • Arrest Card <hr/> <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Arrestee File (DFD-2) • Cash Receipt File (DFD-4) • Released Arrestee Files (DRD-3) <hr/> <p>OUTPUT:</p> <ul style="list-style-type: none"> • Arrest Card • Attorney's Agreement <hr/> <p>OUTPUT FILES:</p> <hr/> <p>USERS:</p> <ul style="list-style-type: none"> • Detective Division • Municipal Court 	<p>Post-Implementation Date: <u>3/75</u></p> <hr/> <p>TRIGGER:</p> <ul style="list-style-type: none"> • A lawyer or an individual who will post bond appears at the Information Desk to have an arrestee released <hr/> <p>FORMS:</p> <ul style="list-style-type: none"> • Jail Card (J-1) • Property Envelope (J-6) • Attorney's Agreement (C-59) • Cash Appearance Bond (C-56) • Arrest Card <hr/> <p>REFERENCE FILES:</p> <ul style="list-style-type: none"> • Arrestee File (DFD-2) • Cash Receipt File (DFD-4) • Released Arrestee Files (DRD-3) <hr/> <p>OUTPUT:</p> <ul style="list-style-type: none"> • Arrest Card • Attorney's Agreement <hr/> <p>OUTPUT FILES:</p> <hr/> <p>USERS:</p> <ul style="list-style-type: none"> • Detective Division • Municipal Court
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MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Processing of Arrestees: Stage II

A4-10 ACTIVITY NO.: 401452

Pre-Implementation Date: <u>12/06/73</u> Activity Frequency <u>5200</u> per year Est. Activity Time <u>20</u> minutes						Post-Implementation Date: <u>3/75</u> Activity Frequency <u>5581</u> per year Est. Activity Time <u>15</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
508	0	3	1733.33	\$4.43	\$7678.65	508	0	3	1395.25	\$4.88	\$6808.82
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational	3	1733.33	83	27.6	\$7678.65	Operational	3	1395.25	67	22	\$6808.82
Clerical						Clerical					
Total Direct Labor <u>\$7678.65</u>						Total Direct Labor <u>\$6808.82</u>					
Direct Labor Cost per Activity \$ <u>1.48</u>						Direct Labor Cost per Activity \$ <u>1.22</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information on Arrestee for Files

ACTIVITY: Processing of Arrestees: Stage II

AM-10 ACTIVITY NO.: 401452

PROCESS: Legal Extralegal x Formal x Informal User-specified x City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Detective Division	When arrestee released receive pertinent data to update records	100	week	100 to 110	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Establish Bond for Release of Arrestee

ACTIVITY: Processing of Arrestees: Stage II

AM-10 ACTIVITY NO.: 401452

PROCESS: Legal X Extralegal Formal X Informal User-specified City-specified X

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Municipal Court	Sets bond for arrestee	100	week	100 to 110	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Impounded Vehicle Processing: Stage I

AM-10 ACTIVITY NO.: 401453

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER:		TRIGGER:	
<ul style="list-style-type: none"> Information desk receives an impounded vehicle card (R-55) A request for information about an impounded vehicle from the owner 		<ul style="list-style-type: none"> Information desk receives an impounded vehicle card (R-55) A request for information about an impounded vehicle from the owner 	
FORMS:		FORMS:	
<ul style="list-style-type: none"> Impounded Vehicle Card (R-55) 		<ul style="list-style-type: none"> Impounded Vehicle Card (R-55) 	
REFERENCE FILES:		REFERENCE FILES:	
<ul style="list-style-type: none"> Impounded Vehicle File (PFD-1) 		<ul style="list-style-type: none"> Impounded Vehicle File (PFD-1) 	
OUTPUT:		OUTPUT:	
<ul style="list-style-type: none"> Impounded Vehicle Card (R-55) Release of Auto 		<ul style="list-style-type: none"> Impounded Vehicle Card (R-55) Release of Auto 	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	
<ul style="list-style-type: none"> Detective Division 		<ul style="list-style-type: none"> Detective Division 	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: IMPOUNDED VEHICLE PROCESSING: STAGE 1AA-10 ACTIVITY NO.: 401453

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>2,500</u> per year						Activity Frequency <u>2601</u> per year					
Est. Activity Time <u>10</u> minutes						Est. Activity Time <u>10</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
117	C	1	416.67	\$2.06	\$858.34	117	C	1	433.5	\$2.17	\$940.69
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	1	416.67	20	20	\$858.34	Clerical	1	433.5	20.88	20.88	\$940.69
Total Direct Labor <u>\$858.34</u>						Total Direct Labor <u>\$940.69</u>					
Direct Labor Cost per Activity \$ <u>.34</u>						Direct Labor Cost per Activity \$ <u>.36</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Release of a Car

ACTIVITY: Impounded Vehicle Processing: Stage I

AP-10 ACTIVITY NO.: 401453

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☒ City-specified ☐

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Owner of Car	To retrieve car	10 to 12	day	10 to 12	day
Detective Division	Notified that car has been returned to owner	10 to 12	day	10 to 12	day
Texas Department of Public Safety	Notified that car has been returned to owner	10 to 12	day	10 to 12	day

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

With its primary involvement in the record maintenance activities of the Department, the Central Records Section is the unit of the Department most directly affected by the implementation of LES. The computer video terminals are located in Central Records. Central Records personnel will be responsible for much of the system entry transactions with LES. Because the system was not fully implemented when the postimplementation study was conducted, the full manpower expenditures were not recorded. Thus, even though Central Records is the section most affected by LES, the evaluation of the activities of Central Records does not reveal any significant changes in man-hours or labor costs resulting from the LES implementation. A summary of activity expenditures for the Central Records Section is provided in table 10.

The first activity in this section (Activity 401441) is complaint processing: Stage II, which is triggered by the receipt by Central Records of complaint worksheets, investigative reports, or municipal complaints. As of the completion of the postimplementation study, only one form has been changed in this activity. This is the Uniform Investigation Report, which has replaced the Officer's Report. No other changes in forms, files, procedures, or users occurred in this activity as a result of the implementation of LES. A change in the technique by which the activity frequency is determined has resulted in a recorded increase from 15,565 during the preimplementation period to 30,000 during the postimplementation period. This resulted in a large part of the computed labor cost increase from \$3,419.60 to \$8,680.00. However, as the estimated time to complete an activity increased from 6.4 to 8 minutes, over \$1,600.00 of the total cost figure for the postimplementation period can be attributed to the effects of the LES implementation.

The second activity (Activity 401442) is complaint files inquiries processing, which involves a request for complaint information stemming from an investigation. No changes in forms, files, or users have occurred in this activity as a result of the implementation of LES. Although the activity frequency declined from 8,395 to 7,300, the total labor costs for this activity increased from \$2,248.18 to \$2,736.77 as a result of salary increases and a change in personnel assignments. During the preimplementation period, one clerical personnel expended 1,093.35 man-hours to process the 8,395 inquiries. During the postimplementation period, four clerical personnel, at varying salary levels, expended 949 man-hours to process 7,300 inquiries.

The third activity (Activity 401443) is traffic accident information processing, which is triggered when the Central Records Section receives a worksheet for an accident investigation from an officer. The only change in forms or files has been the elimination of the Dispatch Record File from the reference files utilized in this activity. This file was used to compile data on accident dispatching that will be produced automatically through LES. No other forms, files, or users have been changed as a result of LES. Partial implementation of the use of the video terminals has resulted in a slight increase in the average estimated time to complete an activity. The number of accidents processed during the postimplementation period rose slightly from 3,918 to 4,063. Total labor costs for this activity increased from \$1,817.95 to \$2,427.64.

The fourth activity (Activity 401444) is the processing of arrest information, which is triggered whenever any type of arrest-related information is received by the Central Records Section. No changes in forms, operations, or users have occurred in this activity. As a result of partial implementation of LES and the maintenance of manual procedures along with increasing use of terminals, the estimated time for each activity occurrence rose slightly

TABLE 10
Summary of Activity Expenditures for the Central Records Section

Activity	Activity Number	Preimplementation 1973				Postimplementation 1975			
		Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost	Annual Activity Frequency	Annual Man-hours	Total Cost	Unit Cost
Complaint Processing: Stage II	401441	15,565	1,660.00	3,419.60	.22	30,000	4,000.00	8,680.00	.29
Complaint Files Inquiry Processing	401442	8,395	1,091.35	2,248.18	.27	7,300	949.00	2,736.77	.37
Traffic Accident Information Processing	401443	3,918	783.60	1,817.95	.46	4,063	1,015.75	2,427.64	.59
Arrest Information Processing	401444	9,125	1,216.67	2,822.67	.31	9,231	1,692.35	4,044.72	.44
Applicant Information Processing	401445	660	165.00	668.25	1.01	225	56.25	233.44	1.04
Property Processing	401446	1,100	110.00	226.60	.21	1,500	150.00	325.50	.22
Total These Activities			5,026.62	11,203.25			7,863.35	18,448.07	
Total All Activities			35,734.54	132,598.25			54,474.82	208,532.59	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Complaint Processing: Stage II

AN-10 ACTIVITY NO.: 401441

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Departmental Complaint Worksheet (Form R-20) • Officer's Report (Form G-2) received from Criminal Investigation Division • Municipal Court Complaint 	TRIGGER: <ul style="list-style-type: none"> • Departmental Complaint Worksheet • Wichita Falls Uniform Investigation Report received from Criminal Investigation Division • Municipal Court Complaint
FORMS: <ul style="list-style-type: none"> • Departmental Complaint (Form R-20) • Officer's Report (Form G-2) • Type Complaint (Form R-21) 	FORMS: <ul style="list-style-type: none"> • Departmental Complaint • Uniform Investigation Report • Type Complaint
REFERENCE FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1) • Property Description File (DFR-11) • Criminal Activity Log (DFR-17) 	REFERENCE FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1) • Property Description File (DFR-11) • Criminal Activity Log (DFR-17)
OUTPUT: Property Owner (Complainant) <ul style="list-style-type: none"> • Departmental Complaint (Form R-20) • Complaint (Form R-21) • Article File Card (Form R-21) • Owner Notification (Telephone, Form letter) 	OUTPUT: Property Owner (Complainant) <ul style="list-style-type: none"> • Departmental Complaint (Form R-20) • Complaint (Form R-21) • Article File Card (Form R-21) • Owner Notification (Telephone, Form letter)
OUTPUT FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1) 	OUTPUT FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1)
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: COMPLAINT PROCESSING: STAGE IIA4-10 ACTIVITY NO.: 401441

Pre-Implementation Date: <u>6/11/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>15,565</u> per year						Activity Frequency <u>30,000</u> per year					
Est. Activity Time <u>6.4</u> minutes						Est. Activity Time <u>8</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
117	C	2	1660.00	\$2.06	\$3419.60	117	C	2	4000	\$2.17	\$8680.00
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	2	1660.00	80	40	\$3419.60	Clerical	2	4000	192	96	\$8680.00
Total Direct Labor					\$3419.60	Total Direct Labor					\$8680.00
Direct Labor Cost per Activity \$.22	Direct Labor Cost per Activity \$.29

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Complaint Files Inquiries Processing

AN-10 ACTIVITY NO.: 401442

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Police officer detains a person • Police Department takes possession of found or abandoned property • One of many types of investigations takes place 	TRIGGER: <ul style="list-style-type: none"> • Police officer detains a person • Police Department takes possession of found or abandoned property • One of many types of investigations takes place
FORMS:	FORMS:
REFERENCE FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1); Article File (DFR-3) • Complaint Reference File (DFR-4) • Property Description File (DFR-11) • Bicycle Theft File (DFR-20) 	REFERENCE FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1); Article File (DFR-3) • Complaint Reference File (DFR-4) • Property Description File (DFR-11) • Bicycle Theft File (DFR-20)
OUTPUT: <ul style="list-style-type: none"> • Updating Information 	OUTPUT: <ul style="list-style-type: none"> • Updating Information
OUTPUT FILES:	OUTPUT FILES:
USERS: <ul style="list-style-type: none"> • Detectives and Officers 	USERS: <ul style="list-style-type: none"> • Detectives and Officers

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: COMPLAINT FILES INQUIRIES PROCESSINGAA-10 ACTIVITY NO.: 401442

Pre-Implementation Date: <u>6/11/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>8395</u> per year *						Activity Frequency <u>7300</u> per year					
Est. Activity Time <u>7.8</u> minutes						Est. Activity Time <u>7.8</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
117	C	1	1091.35	\$2.06	\$2248.18	112	C	1	506	\$3.29	\$1664.74
						171	C	1	126.5	2.28	288.42
						171	C	1	126.5	2.77	350.41
						171	C	1	190	2.28	433.20
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	1	1091.35	52.57	52.57	\$2248.18	Clerical	4	949	45.57	11.43	\$2736.77
Total Direct Labor <u>\$2248.18</u>						Total Direct Labor <u>\$2736.77</u>					
Direct Labor Cost per Activity \$ <u>.27</u>						Direct Labor Cost per Activity \$ <u>.37</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Based on a 365-day year rather than a 260-day work year.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Made Available to Interested and Qualified Parties from Complaint Files

ACTIVITY: Complaint Files Inquiries Processing AM-10 ACTIVITY NO.: 401442

PROCESS: Legal Extralegal X Formal X Informal User-specified City-specified X

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Insurance Companies	To settle claims - receive a summary for \$2.00	35	week	30	week
Attorneys	Information for client - receive summary for \$2.00	20	week	15 to 18	week
Persons involved	Interest in seeing summary - \$2.00	8	week	5 to 8	week
Detectives and Officers	Review complete report for follow-up purposes	100	week	85	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Traffic Accident Information Processing (continued)

AN-10 ACTIVITY NO.: 401443

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Police officer submits his handwritten worksheet of the Accident Investigation (Form R-43) for typing on which he has drawn a version of the rough sketch made at the scene of the accident 	TRIGGER: <ul style="list-style-type: none"> Police officer submits his handwritten worksheet of the Accident Investigation (Form R-43) for typing on which he has drawn a version of the rough sketch made at the scene of the accident
FORMS: <ul style="list-style-type: none"> Accident Investigation (Form R-43) 	FORMS: <ul style="list-style-type: none"> Accident Investigation (Form R-43)
REFERENCE FILES: <ul style="list-style-type: none"> Accident Log Book (DFR-13) Driver's Card File (DFR-10) Dispatch Record Files (DFR-22) Daily Report File (DFR-16) 	REFERENCE FILES: <ul style="list-style-type: none"> Accident Log Book Driver's Card File Daily Report File
OUTPUT: <ul style="list-style-type: none"> Officer's Worksheet of R-43 and final R-43 Driver's Card (Form R-42) Document R-62 -- Card generated for each person injured in an accident 	OUTPUT: <ul style="list-style-type: none"> Officer's Worksheet of R-43 and final R-43 Driver's Card (Form R-42) Document R-62 -- Card generated for each person injured in an accident
OUTPUT FILES: <ul style="list-style-type: none"> Filed Report (Form G-1) Dispatch Record File (DFR-22) Weekly Traffic Activity Report File (DFR-19) Officer's Accident File (DFR-14) 	OUTPUT FILES: <ul style="list-style-type: none"> Filed Report (Form G-1) Weekly Traffic Activity Report File (DFR-19) Officer's Accident File (DFR-14) Driver's Card File (DFR-10)
USERS: <ul style="list-style-type: none"> Detectives and officers Building Maintenance (if city vehicle involved) Director of Public Safety (if city vehicle involved) 	USERS: <ul style="list-style-type: none"> Detectives and officers Building Maintenance (if city vehicle involved) Director of Public Safety (if city vehicle involved)

OPERATIONS PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police
 ACTIVITY: Traffic Accident Information Processing (concluded) AN-10 ACTIVITY NO.: 401443

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER:	TRIGGER:
FORMS:	FORMS:
REFERENCE FILES:	REFERENCE FILES:
OUTPUT:	OUTPUT:
OUTPUT FILES: <ul style="list-style-type: none"> • Driver's Card File (DFR-10) • Injury File (DFR-12) • Accident Report File (DFR-9) 	OUTPUT FILES: <ul style="list-style-type: none"> • Injury File (DFR-12) • Accident Report File (DFR-9)
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Traffic Accident Information Processing

AA-10 ACTIVITY NO.: 401443

Pre-Implementation Date: <u>6/1/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>3918</u> per year						Activity Frequency <u>4063</u> per year					
Est. Activity Time <u>12</u> minutes						Est. Activity Time <u>15</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
171	C	3	783.6	\$2.32	\$1817.95	171	C	1	1015.75	\$2.39	\$2427.64
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	3	783.6	37.75	12.58	\$1817.95	Clerical	1	1015.75	48.9	48.9	\$2427.64
Total Direct Labor <u>\$1817.95</u>						Total Direct Labor <u>\$2427.64</u>					
Direct Labor Cost per Activity \$ <u>.46</u>						Direct Labor Cost per Activity \$ <u>.59</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information Made Available to Interested and Qualified Parties From Traffic Accident Files

ACTIVITY: Traffic Accident Information Processing AM-10 ACTIVITY NO.: 401443

PROCESS: Legal ☐ Extralegal ☒ Formal ☒ Informal ☐ User-specified ☐ City-specified ☒

COMMENTS: _____

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Building Maintenance	Notified if a city vehicle is involved in	1	week	weekly	
Director of Public Safety	Notified if a city vehicle is involved in accident	1	week	weekly	
Insurance Companies	To settle claims -- receive a summary for \$2.00	22	week	18 to 20	week
Attorneys	Information for client -- receive a summary for \$2.00	12	week	9 to 10	week
Persons Involved	Interest in seeing summary -- \$2.00	5	week	3 to 4	week
Detectives and Officers	Review complete report for follow-up purposes	60	week	50	week

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement DEPARTMENT: Police
 ACTIVITY: Arrest Information Processing AN-10 ACTIVITY NO.: 401444

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> Receipt of arrest-related information from: Information Desk at time of arrestee's release; Identification Office at time of arrestee's booking; F.B.I. or Texas Department of Safety 	TRIGGER: <ul style="list-style-type: none"> Receipt of arrest-related information from: Information Desk at time of arrestee's release; Identification Office at time of arrestee's booking; F.B.I. or Texas Department of Safety
FORMS: <ul style="list-style-type: none"> Arrest Card (Form J-1) 	FORMS: <ul style="list-style-type: none"> Arrest Card (Form J-1)
REFERENCE FILES: <ul style="list-style-type: none"> Arrest Jacket File (DFR-5) Sergeant's Report Book (DFR-23) Offense File (DFR-21) 	REFERENCE FILES: <ul style="list-style-type: none"> Arrest Jacket File (DFR-5) Sergeant's Report Book (DFR-23) Offence File (DFR-21)
OUTPUT:	OUTPUT:
OUTPUT FILES:	OUTPUT FILES:
USERS: <ul style="list-style-type: none"> Police Department 	USERS: <ul style="list-style-type: none"> Police Department

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENT

DEPARTMENT: POLICE

ACTIVITY: ARREST INFORMATION PROCESSING

A4-10 ACTIVITY ID.: 401444

Pre-Implementation Date: 6/11/73						Post-Implementation Date: 3/75					
Activity Frequency 9125 per year *						Activity Frequency 9231 per year					
Est. Activity Time 8 minutes						Est. Activity Time 11 minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
171	C	3	1216.67	\$2.32	\$2822.67	171	C	3	1692.35	\$2.39	\$4044.72
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	3	1216.67	58.6	19.54	\$2822.67	Clerical	3	1692.35	81.52	27.17	\$4044.72
Total Direct Labor					\$2822.67	Total Direct Labor					\$4044.72
Direct Labor Cost per Activity \$.31	Direct Labor Cost per Activity \$.44

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

* Based on a 365-day year rather than a 260-day work year.

Summary of Specific Use

DESCRIPTION OF INTERACTION: Arrest Related Information Made Available to Interested and Qualified Individuals

ACTIVITY: Arrest Information Processing

PROCESS: Legal_____ Extralegal X Formal X Informal_____ User-specified_____ City-specified X

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
District Attorney County Attorney Attorney	To prepare prosecution or defense for arrestee	daily		daily	
Police Department Sheriff	Supplement to investigation material	daily		daily	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

from eight to eleven minutes. Largely as a result of this, the total labor costs increased from \$2,822.67 to \$4,044.72.

The fifth activity (Activity 401445) is applicant information processing, which is triggered by receipt of applications for municipal civil service employment or municipal licenses. No changes in forms, operations, or users occurred in this activity. As a result of a significant decrease in the number of applications, labor costs for this activity decreased from \$668.25 to \$233.44.

The sixth activity (Activity 401446) is property processing, which involves the processing of property or vehicles obtained during the course of police activities. No changes in forms, operations, or users have occurred in this activity. An increase in the activity frequency from 1,100 to 1,500 has resulted in most of the increase in labor costs from \$226.60 to \$325.50.

Inspections Division

The Inspections Division has the following responsibilities:

- Narcotics Investigations, which includes the investigation and case preparation of narcotic cases. Also the processing of all evidence pertaining to narcotic cases. This will include the shipping of the evidence to the Crime Lab for analysis and later presenting it, along with testimony, in the courtroom.
- Criminal Intelligence, which includes the gathering and analyzing of criminal intelligence data, keeping track of known criminals such as professional burglars and thieves, studying the MO of these subjects, and supplying the information to the appropriate agency or unit within the Police Department.
- Vice-related Investigations, which includes the investigation of prostitution activities, illegal gambling activities, and offenses defined as offences against morals in the TCP (Texas Penal Code).
- Internal Affairs Investigation, which includes the investigation of complaints against Police personnel and the preparation of the cases for the Chief's action or the consideration of the Civil Service Review Board.
- Interdepartmental Inspections, includes the evaluation of various programs, units and other entities within the Police Department and reporting as to their efficiency, etc.
- Crime Prevention, which includes preparing the presentation of various programs to the public aimed at reducing crime, the gathering of statistics, and directing the focus on predetermined target areas of high crime incidence.

In narcotics and vice investigations (Activity 401141) the only change in forms or operations has been the replacement of the old Officer's Report Form with the Uniform Investigation Report. As with other activities in which this form is used, the estimated time to complete an activity has increased slightly. For this activity, the increase has been from 112.73 to 120 minutes per activity. This increase, in combination with a slight increase in the number of investigations and salary increases, has resulted in a labor cost increase from \$2,465.20 to \$2,856.78.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Applicant Information Processing

AN-10 ACTIVITY NO.: 401445

Pre-Implementation	Date: <u>6/11/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> An individual applies for: <ul style="list-style-type: none"> a police position; a taxi driver's license; a fireman position; a liquor merchant license 		TRIGGER: <ul style="list-style-type: none"> An individual applies for: <ul style="list-style-type: none"> a police position; a taxi driver's license; a fireman position; a liquor merchant license 	
FORMS: <ul style="list-style-type: none"> DPS Fingerprint Card (Form R-39) F.B.I. Fingerprint Card (Form R-40) Wichita Falls Fingerprint Card (Form-37) 		FORMS: <ul style="list-style-type: none"> DPS Fingerprint Card (Form R-39) F.B.I. Fingerprint Card (Form R-40) Wichita Falls Fingerprint Card (Form-37) 	
REFERENCE FILES: <ul style="list-style-type: none"> Arrest Jacket File (DFR-6) 		REFERENCE FILES: <ul style="list-style-type: none"> Arrest Jacket File (DFR-6) 	
OUTPUT: <ul style="list-style-type: none"> DPS or FBI RAP Sheet DPS or FBI NO RAP Slip 		OUTPUT: <ul style="list-style-type: none"> DPS or FBI RAP Sheet DPS or FBI NO RAP Slip 	
OUTPUT FILES: <ul style="list-style-type: none"> Applicant File (DFR-6) 		OUTPUT FILES: <ul style="list-style-type: none"> Applicant File (DFR-6) 	
USERS:		USERS:	

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: APPLICANT INFORMATION PROCESSINGA4-10 ACTIVITY NO.: 401445

Pre-Implementation						Post-Implementation					
Date: <u>6/11/73</u>						Date: <u>3/75</u>					
Activity Frequency <u>660</u> per year						Activity Frequency <u>225</u> per year					
Est. Activity Time <u>15</u> minutes						Est. Activity Time <u>15</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
505	0	1	165.00	\$4.05	\$668.25	505	0	1	56.25	\$4.15	\$233.44
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2	0	Supervisory			1	2	0
Operational	1	165.00	8	8	\$668.25	Operational	1	56.25	3	3	\$233.44
Clerical						Clerical					
Total Direct Labor <u>\$668.25</u>						Total Direct Labor <u>\$233.44</u>					
Direct Labor Cost per Activity \$ <u>1.01</u>						Direct Labor Cost per Activity \$ <u>1.04</u>					

1. Percent of one man year. 2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Applicants are Checked to See If They Have a Previous Record

ACTIVITY: Applicant Information Processing

AM-10 ACTIVITY NO.: 401445

PROCESS: Legal x Extralegal Formal x Informal User-specified City-specified x

COMMENTS: Applicants -- Fireman, Police, Taxi Drivers, Child Care License, Liquor Merchant License

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Fireman	To meet part of qualifications for application	when vacancy occurs		5	month
Police	To meet part of qualifications for application	80	year	10	month
Taxi Drivers	To meet part of qualifications for application	2 to 3	day	1	month
Child Care	To meet part of qualifications for application	2	month	3	month
Liquor Merchant	To meet part of qualifications for application	6	year	1	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Property Processing

AN-10 ACTIVITY NO.: 401446

Pre-Implementation Date: <u>6/11/73</u>	Post-Implementation Date: <u>3/75</u>
TRIGGER: <ul style="list-style-type: none"> • Abandoned or stolen property has been recovered as a result of either a report by the public or of a police search • Evidence Storage Information Slip (Form R-57) • Vehicle Impound Sheet (Form R-56) 	TRIGGER: <ul style="list-style-type: none"> • Abandoned or stolen property has been recovered as a result of either a report by the public or of a police search • Evidence Storage Information Slip (Form R-57) • Vehicle Impound Sheet (Form R-56)
FORMS: <ul style="list-style-type: none"> • Evidence Storage Receipt • Vehicle Impound Card 	FORMS: <ul style="list-style-type: none"> • Evidence Storage Receipt • Vehicle Impound Card
REFERENCE FILES: <ul style="list-style-type: none"> • Property Description File (DFR-11) 	REFERENCE FILES: <ul style="list-style-type: none"> • Property Description File (DFR-11)
OUTPUT: <ul style="list-style-type: none"> • Court's letter authorizing release of property • Evidence Storage Receipt • Vehicle Impound Card 	OUTPUT: <ul style="list-style-type: none"> • Court's letter authorizing release of property • Evidence Storage Receipt • Vehicle Impound Card
OUTPUT FILES: <ul style="list-style-type: none"> • Property Description File (DFR-11) 	OUTPUT FILES: <ul style="list-style-type: none"> • Property Description File (DFR-11)
USERS: <ul style="list-style-type: none"> • Information Desk -- inquirees from public 	USERS: <ul style="list-style-type: none"> • Information Desk -- inquirees from public

CONTINUED

2 OF 3

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: PROPERTY PROCESSINGA-I-O ACTIVITY NO.: 402146

Pre-Implementation Date: <u>6/11/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>1100</u> per year						Activity Frequency <u>1500</u> per year					
Est. Activity Time <u>6</u> minutes						Est. Activity Time <u>6</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
117	C	1	110.00	\$2.06	\$226.60	117	C	1	150	\$2.17	\$325.50
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory			1	2		Supervisory			1	2	
Operational						Operational					
Clerical	1	110.00	5	5	\$226.60	Clerical	1	150	7.2	7.2	\$325.50
Total Direct Labor <u>\$226.60</u>						Total Direct Labor <u>\$325.50</u>					
Direct Labor Cost per Activity \$ <u>.21</u>						Direct Labor Cost per Activity \$ <u>.22</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Search For Record of Lost Or Stolen Article Retrieved by The Police

ACTIVITY: Property Processing - APT-10 ACTIVITY NO.: 401446

PROCESS: Legal Extralegal x Formal Informal x User-specified City-specified x

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Auto Theft Bureau	Request concerning stolen cars	2 to 3	day	4	day
Information Desk	People who lost something or had something stolen	10	month	10 to 15	month

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Narcotics or Vice Investigation (concluded)

AM-10 ACTIVITY NO.: 401141

Pre-Implementation	Date: <u>12/06/73</u>	Post-Implementation	Date: <u>3/75</u>
TRIGGER:		TRIGGER:	
FORMS:		FORMS:	
REFERENCE FILES: • Traffic Records • City Utilities • NCIC or ICIC		REFERENCE FILES: • Traffic Records • City Utilities • NCIC or ICIC	
OUTPUT: • Photographs		OUTPUT:	
OUTPUT FILES:		OUTPUT FILES:	
USERS:		USERS:	

OPERATIONS PROFILE

APPLICATION: Law Enforcement

DEPARTMENT: Police

ACTIVITY: Narcotics or Vice Investigation (continued)

AD-10 ACTIVITY NO.: 401141

Pre-Implementation	Date: <u>12/06/73</u>
TRIGGER: <ul style="list-style-type: none"> • Receive a report of vice or narcotics incident 	TRIGGER: <ul style="list-style-type: none"> • Receive a report of vice or narcotics incident
FORMS: <ul style="list-style-type: none"> • Officer's Report (G-2) • Supplementary Report (G-3) 	FORMS: <ul style="list-style-type: none"> • WPPD Uniform Investigation Report
REFERENCE FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1) • Current Investigation File (DFD-1) • Arrest Jacket File (DFR-5) • Juvenile Record File (DFY-2) 	REFERENCE FILES: <ul style="list-style-type: none"> • Complaint Master File (DFR-1) • Current Investigation File (DFD-1) • Arrest Jacket File (DFR-5) • Juvenile Record File (DFY-2)
OUTPUT: <ul style="list-style-type: none"> • Witness Statements (D-12) • Confessions (D-9, D-10, or D-11) • Officer's Report (G-2) • Supplementary Report (G-3) 	OUTPUT: <ul style="list-style-type: none"> • Witness Statements • Confessions • Uniform Investigation Report • Photographs
OUTPUT FILES: <ul style="list-style-type: none"> • DFD-1 	OUTPUT FILES: <ul style="list-style-type: none"> • DFD-1
USERS:	USERS:

MANPOWER PROFILE

APPLICATION: LAW ENFORCEMENTDEPARTMENT: POLICEACTIVITY: NARCOTICS OR VICE INVESTIGATIONAA-10 ACTIVITY NO.: 40141

Pre-Implementation Date: <u>12/6/73</u>						Post-Implementation Date: <u>3/75</u>					
Activity Frequency <u>330</u> per year						Activity Frequency <u>343</u> per year					
Est. Activity Time <u>112.73</u> minutes						Est. Activity Time <u>120</u> minutes					
Personnel Assignments											
Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost	Job Code	Type	No.	Total Est. Hrs./Yr.	Average Rate/Hr.	Direct Labor Cost
503	S	1	124.00	\$5.11	\$ 633.64	503	S	1	137.2	\$5.46	\$ 748.02
504	S	1	124.00	4.61	571.64	504	S	1	137.2	4.90	672.28
505	O	2	248.02	4.05	1004.48	505	O	2	274.4	4.15	1138.76
117	C	1	124.00	2.06	255.44	117	C	1	137.2	2.17	297.72
Totals by Personnel Type						Totals by Personnel Type					
Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost	Type	No.	Total Hrs./Yr.	% Annual Effort		Direct Labor Cost
Supervisory	2	248.00	12	6	\$1205.28	Supervisory	2	274.4	13.22	6.61	\$1420.3
Operational	2	248.02	12	6	\$1004.48	Operational	2	274.4	13.22	6.61	1138.76
Clerical	1	124.00	6	6	\$ 255.44	Clerical	1	137.2	6.61	6.61	297.72
Total Direct Labor <u>\$2465.20</u>						Total Direct Labor <u>\$2856.78</u>					
Direct Labor Cost per Activity \$ <u>7.47</u>						Direct Labor Cost per Activity \$ <u>8.33</u>					

1. Percent of one man year.

2. Percent of effort of each employee assigned this activity.

USERS PROFILE
Summary of Specific Use

DESCRIPTION OF INTERACTION: Information on Cases Involving Narcotics and Bookmaking

ACTIVITY: Narcotics or Vice Investigation AM-10 ACTIVITY NO.: 401141

PROCESS: Legal X Extralegal X Formal Informal User-specified X City-specified

COMMENTS:

Users:	Purpose of Interaction to User:	Pre-Implementation		Post-Implementation	
		Approximate Frequency*	Time Period	Approximate Frequency*	Time Period
Court	Officers appear in Court to testify	4 hours	week	4 hours	week
Texas Department of Public Intelligence	Update records and assist other agencies in investigations	weekly		weekly	
Federal Bureau of Investigation	Update records and assist other agencies in investigations	weekly		weekly	
Federal Bureau of Drugs	Update records and assist other agencies in investigations	weekly		weekly	
TLEIU	Update records and assist other agencies in investigations	weekly		weekly	

* Whenever possible, files are tabulated to give specific figures; otherwise estimates by department heads appear.

SUMMARY

Summary profiles for manpower, direct labor costs, and users have been included in order to provide a breakdown by activity of man-hour expenditures, labor costs by personnel classification (clerical, operational, and supervisory), and resulting interactions with other city departments or citizens.

Application totals for the Police Department for man-hour expenditures are provided below. As the totals for each personnel classification indicate, the overall number of man-hours increased rather substantially from the pre- to the postimplementation period. The greatest increase occurs in the operational personnel classification where total hours increased from 25,281.82 to 40,237.52, primarily as a result of changes in reporting procedures in several of the activities. Measures of the degree of effort expended by personnel in each of the three personnel classifications are also provided in the summary profiles. These figures also indicate a rather significant increase in the man-hour efforts of personnel. A complete explanation of how man-hour figures and percentages were computed can be found in appendix I, Manpower Cost Methodology.

Following the Manpower Profile Summaries are the Direct Labor Cost Summaries. These summary sheets provide a comparison of labor costs per activity as well as total annual labor costs for the pre- and postimplementation periods. Departmental totals are provided. These figures indicate that total direct labor costs increased from \$132,598.25 to \$208,532.59, for a total increase of \$75,934.34 (57 percent).

Users Profile Summaries are provided in this report. These sheets indicate the informational exchanges between the Police Department and the public, as well as other governmental agencies, that occur as a result of the performance of each activity during the postimplementation period. As most of the direct effects of the implementation of LES were limited to divisions such as Central Records, little change has occurred in the nature or degree of the interfaces between the Police Department and users of information processed by the Department. Although the frequency of contact has fluctuated slightly for some activities, the structure of the relationships based on that contact has not been altered.

A slightly different perspective toward the changes in man-hours and labor costs is provided in table 11 which presents a summary of divisional activity expenditures for the Police Department. In this table, man-hour and cost figures are presented for activities grouped according to the organizational division of the Department in which the activities are performed; i.e., Administrative Services Bureau, Training Bureau, etc. This provides, then, a general indication of which divisions or bureaus of the Department underwent significant changes in computed manpower expenditures during the period covered by this report.

A brief study of table 11 indicates that the rather large increases in total man-hours and costs between the pre- and postimplementation periods were the result of large increases in computed costs for activities in the Patrol and Traffic Division where computed costs increased 188.0 percent, in the Criminal Investigation Section with a computed cost increase of 88.9 percent, and in the Central Records Section with a computed cost increase of 64.7 percent. As detailed previously in the narrative description of these divisions, much of these computed cost increases reflect changes in reporting procedures, salary increases, and data estimation techniques rather than any direct effects of the implementation of LES.

TABLE 11
Summary of Divisional Activity Expenditures
for Police Department

Division	Preimplementation		Postimplementation	
	Total Annual Man-hours	Total Labor Cost	Total Annual Man-hours	Total Labor Cost
Administrative Services Bureau	1,487.50	\$ 6,780.48	1,516.66 (+1.9%)	\$ 6,472.28 (-4.6%)
Training Bureau	2,194.65	9,066.10	2,231.50 (+1.7%)	10,841.17 (+19.6%)
Patrol and Traffic Bureau	7,165.74	28,965.48	20,182.41 (+181.7%)	83,433.50 (+188.0%)
Criminal Investigation Section	3,604.07	14,181.80	7,861.51 (+118.1%)	26,784.99 (+88.9%)
Juvenile Bureau	5,327.50	21,576.38	4,917.00 (-7.7%)	23,228.04 (+7.7%)
Identification Office	2,201.67	8,916.77	1,336.33 (-39.3%)	5,545.78 (-37.8%)
Communications Section	2,598.43	6,028.36	2,553.39 (-1.7%)	6,102.62 (+1.2%)
Information Desk	5,508.34	23,414.44	5,326.67 (-3.3%)	24,819.36 (+6.0%)
Central Records	5,026.62	11,203.25	7,863.35 (+56.4%)	18,448.07 (+64.7%)
Intelligence Division	620.02	2,465.20	686.00 (+10.6%)	2,856.78 (+15.9%)
Total	35,775.54	\$132,598.25	54,474.82 (+52.4%)	\$208,532.59 (+57.3%)

Departmental Summary

[illegible]

Departmental Summary

[illegible]

Departmental Summary

[illegible]

MANPOWER PROFILE SUMMARY

Departmental Summary

APPLICATION: Law Enforcement		Personnel Assignments											
DEPARTMENT: Police		Pre-Implementation						Post-Implementation					
ACTIVITIES		Supervisory		Operational		Clerical		Supervisory		Operational		Clerical	
		No.	Est. Hrs./Yr.	No.	Est. Hrs./Yr.	No.	Est. Hrs./Yr.	No.	Est. Hrs./Yr.	No.	Est. Hrs./Yr.	No.	Est. Hrs./Yr.
401451 Complaint Processing: Stage I				3	3358.34					3	3497.92		
401452 Processing of Arrestees: Stage II				3	1733.33					3	1395.25		
401453 Impounded Vehicle Processing: Stage I						1	416.67					1	433.5
401441 Complaint Processing: Stage II						2	1660					2	4000
401442 Complaint Files Inquiries Processing						1	1091.35					4	949
401443 Traffic Accident Information Processing						3	783.6					1	1015.75
401444 Arrest Information Processing						3	1216.67					3	1692.35
401445 Applicant Information Processing				1	165.00					1	56.25		
401446 Property Processing						1	110.00					1	150
401141 Narcotics and Vice Investigation		2	248.00	2	248.02	1	124.00	2	274.4	2	274.4	1	137.2
DEPARTMENTAL APPLICATION TOTALS		6	1855.67	83	25291.82	11	8587.05	7	2454.36	89	40237.52	15	11782.94
PERCENT OF ANNUAL DEPARTMENTAL EFFORT	Percentage of one man-year.		89.4%		1218.3%		413.63%		118.23%		1938.22%		567.58%
	Percent of effort expended by each employee.		14.9%		14.68%		37.6%		16.9%		21.78%		37.84%

DIRECT LABOR COST SUMMARY

APPLICATION: <u>Law Enforcement</u>	Direct Labor Costs			
	Pre-Implementation		Post-Implementation	
	\$ per Activity	\$ per Year	\$ per Activity	\$ per Year
DEPARTMENT: <u>Police</u>				
ACTIVITIES				
401461 Budget Preparation	\$ 1,579.78	\$ 1,579.78	\$ 1,587.40	\$ 1,587.40
401462 Payroll Preparation	71.19	1,922.13	86.48	2,334.96
401463 Inventory Control	4.24	2,695.05	2.58	154.50
401464 Motor Vehicle Control	.38	69.15	.43	111.58
401465 Uniform and Plainclothes Record Keeping	36.88	147.52	7.32	380.64
401466 Requisition Processing	6.67	366.85	7.32	1,903.20
401471 Recruiting	934.13	934.13	1,416.80	1,416.80
401472 Applicant Processing	216.62	1,728.16	255.72	2,045.76
401473 Police Academy Preparation	2,078.40	2,078.40	2,142.60	2,142.60
401474 Recruit Training (Police Academy)	2,156.63	2,156.63	2,904.20	2,904.20
401475 In-Service Training	14.18	170.10	24.64	295.74
401476 Special Training	14.18	1,998.68	17.40	2,036.07
401151 Officers Response to Complaints	.74	8,412.53	1.38	49,385.00
401211 DWI/DUID Arrest Processing	2.74	1,207.69	2.91	2,005.60
DEPARTMENTAL APPLICATION TOTALS				
<div> <div>GAIN \$ _____ per Year</div> <div>LOSS \$ _____ per Year</div> </div>				

DIRECT LABOR COST SUMMARY

APPLICATION: <u>Law Enforcement</u>		Direct Labor Costs			
DEPARTMENT: <u>Police</u>		Pre-Implementation		Post-Implementation	
ACTIVITIES		\$ per Activity	\$ per Year	\$ per Activity	\$ per Year
401212	Issuance of Traffic & Complaint Tickets	\$ 1.35	\$ 10,923.24	\$ 1.38	\$ 19,271.22
401213	Investigation of Motor Vehicle Accidents	1.89	7,405.02	1.94	7,868.68
401480	Processing of Arrestees: Stage I	1.23	1,012.00	1.27	4,903.00
401111	Complaint Investigation	1.10	3,025.69	1.38	9,351.33
401112	Conducting Searches	4.05	668.25	4.15	1,514.75
401113	Suspect/Arrestee Questioning	4.05	4,434.74	2.36	8,492.13
401114	Polygraph Testing	10.13	2,227.50	12.83	2,962.58
401115	Investigation of Death	1.89	311.85	1.73	331.36
401116	Auto Theft Processing	.68	283.35	.69	275.28
401117	Impounded Vehicle Processing: Stage II	.51	1,272.91	.62	1,608.28
401118	Monitor Pawn Shop Records	4.05	1,782.00	4.57	2,065.64
401119	Pistol Processing	.34	175.50	.35	183.64
401121	Juvenile Processing	6.08	13,304.25	7.08	14,853.84
401122	Locating Missing Juveniles	14.18	3,898.13	14.16	3,681.60
DEPARTMENTAL APPLICATION TOTALS					
GAIN \$ _____ per Year		LOSS \$ _____ per Year			

DIRECT LABOR COST SUMMARY

APPLICATION: <u>Law Enforcement</u>		Direct Labor Costs			
DEPARTMENT: <u>Police</u>		Pre-Implementation		Post-Implementation	
ACTIVITIES		\$ per Activity	\$ per Year	\$ per Activity	\$ per Year
401123	Crime Investigation	\$ 6.08	\$ 4,374.00	\$ 7.11	\$ 4,692.60
401421	Updating Identification Records	1.01	3,229.88	1.04	2,158.00
401422	Evidence Collection	16.20	4,455.00	16.60	863.20
401423	Property Handling	.34	1,231.89	.69	2,524.58
401431	Respond to Patrol Unit Request	.08	3,016.00	.08	2,868.00
401432	Routine Dispatching	.03	2,603.04	.08	2,794.63
401433	Accident Dispatching	.08	302.99	.08	323.69
401434	Alarm Monitoring	.08	106.33	.08	116.30
401451	Complaint Processing: Stage I	.37	14,877.45	.41	17,069.85
401452	Processing of Arrestees: Stage II	1.48	7,678.65	1.22	6,808.82
401453	Impounded Vehicles Processing: Stage I	.34	858.34	.36	940.69
401441	Complaint Processing: Stage II	.22	3,419.60	.29	8,680.00
401442	Complaint Files Inquiries Processing	.27	2,248.18	.37	2,736.77
401443	Traffic Accident Information Processing	.46	1,817.95	.59	2,427.64
DEPARTMENTAL APPLICATION TOTALS					
GAIN \$ _____ per Year		LOSS \$ _____ per Year			

DIRECT LABOR COST SUMMARY

APPLICATION: <u>Law Enforcement</u>	Direct Labor Costs			
	Pre-Implementation		Post-Implementation	
	\$ per Activity	\$ per Year	\$ per Activity	\$ per Year
DEPARTMENT: <u>Police</u>				
ACTIVITIES				
401444 Arrest Information Processing	\$.31	\$ 2,822.67	\$.44	\$ 4,044.72
401445 Applicant Information Processing	1.01	668.25	1.04	233.44
401446 Property Processing	.21	226.60	.22	325.50
401141 Narcotics or Vice Investigation	7.47	2,465.20	8.33	2,856.78
DEPARTMENTAL APPLICATION TOTALS		\$ 132,598.25		\$ 208,532.59
GAIN \$ _____ per Year		LOSS \$ 75,934.34 per Year		

SUMMARY OF USER PROFILE

DATE: 3/7

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY	TYPE of INFO. PROCESS													PURPOSE
			DIRECT	INDIRECT	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	
01461 Finance Dept	Information to prepare budget	1/year	X		X			X		X	X	X				Budget Preparation
01461 Director of Public Safety	Information to prepare budget	1/year	X			X		X		X	X	X				Budget Preparation
01462 Finance Dept	Exchange of payroll information	2/month	X		X			X		X	X	X				Payroll Preparation
01462 Personnel	Exchange of payroll information	2/month	X			X		X		X	X	X				Change status of employee
01463 Finance Dept	Notice of change in inventory	5/month	X		X			X		X	X	X				Update inventory
01463 Data Processing	Notice of change in inventory	5/month	X		X			X		X	X	X				Update master list of property
01464 Central Garage	Notice of maintenance or repair to vehicle	weekly	X		X			X		X	X	X				Maintain & repair vehicles
01465 Purchasing Dept	Transactions to buy uniforms & plainclothes	52/year	X		X			X		X	X	X				Notice of what to purchase
01465 Finance Dept	Transactions to buy uniforms & plainclothes	52/year	X		X			X		X	X	X				Notice of how much spent
01466 Purchasing Dept	Complete requisition	daily	X		X			X		X	X	X				Purchase order to complete requisition

SUMMARY OF USERS PROFILE

DATE: 3/75

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY	INTERNAL FORMAT TYPE of INFO PROCESS													PURPOSE		
			DIRECT	INDIRECT	EXTERNAL	INTER-INTERNAL	INTRASUBSYSTEM	SUBSYSTEM	USER	SPECIFIED CITY	SPECIFIED PERSONNEL	PERSONNEL	FINANCIAL	LEGAL	EXTRALLEGAL		PERSONAL	INFORMAL
401466 Finance Dept	Complete requisition	daily	X			X			X		X	X	X					Issue check
401471 Wichita Falls Police Dept	Recruiting	1/year	X				X	X		X			X	X				Encourage potential recruits
401472 Police Applicant Review Board	Review of applicants	8/year	X				X	X		X			X	X				Interview candidates to determine acceptability
401473 Recruits	Disposition of recruits while awaiting training	1/year	X				X		X	X			X		X			Informal rotation throughout Department
401474 City Marshalls	Police training	1/year	X	X					X	X			X	X				Training of personnel to meet minimum state requirements
401475 Wichita Falls Police Officers	Training	12/year	X				X		X	X			X		X			Keep officers informed of new and changed developments in police work
401476 Citizens	Training and general education	6/year	X	X				X		X			X		X			To learn of a specific subject, i.e., shoplifting, narcotics, etc.
01211 Texas Dept of Public Safety	Breathalyzer log	weekly	X	X				X		X			X	X				Update records
01211 Texas Dept of Public Safety	Breathalyzer log	monthly	X	X				X		X			X	X				Update records
01211 County or District Attorney	Results of Breathalyzer Test	weekly	X	X					X	X			X	X				Evidence in Court

SUMMARY OF USERS PROFILE

DATE: 3/75

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY	PROCESS													PURPOSE				
			DIRECT	INDIRECT	INTERNAL	EXTERNAL	SUBSYSTEM	INTER-SUBSYSTEM	USER	SPECIFIED	CITY	SPECIFIED	INTERNAL	EXTERNAL	LEGAL		FINANCIAL	PHYSICAL	INTERNAL	EXTERNAL
01212 Municipal Court	Copy of ticket	daily	X	X					X	X			X	X						Prepare to receive fine or go to Court
01213 Insurance Co	Information concerning a specific accident	weekly	X	X					X	X			X	X						Check accident report and damages
01213 City Attorney	Information concerning a specific accident	7/year	X		X				X	X			X	X						Check record if city vehicle involved
01480 Texas Dept of Public Safety	Record of fingerprints	daily	X	X				X		X			X	X						Update records
01480 Federal Bureau of Investigation	Record of fingerprints	daily	X	X				X		X			X	X						Update records
01111 Texas Dept of Public Safety	Information concerning past & present cases	daily	X	X				X		X			X	X						Information wanted on a person
01111 Wichita Falls Police Officer	Daily bulletin	daily	X				X	X		X			X	X						Recent complaints published for officers information
01112 District Judge Attorney Justice of the Peace	Information to prepare warrant	daily	X	X				X		X			X	X						Prepare warrant
01113 Dist. Prosecuting Defense Attorney	Results of questioning	daily	X	X					X	X			X	X						Prepare for case

SUMMARY OF USERS PROFILE

DATE: 3/75
APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY															PURPOSE		
			DIRECT	INDIRECT	EXTERNAL	INTERNAL	SUBSYSTEM	INTRASUBSYSTEM	USER	SPECIFIED CITY	SPECIFIED PERSONAL	GEOGRAPHICAL	FINANCIAL	LEGAL	EXTRALEGAL	FORMAL		INFORMAL	FILE COLLECTED
01114 Attorneys & Judges	Polygraph results	4/week	X	X				X		X			X	X					Prepare for case
01115 Federal Bureau of Investigation	Information concerning a death	2/week	X	X				X		X			X		X				Update records and inquiries
01115 Texas Dept of Public Safety	Information concerning a death	2/week	X	X				X		X			X		X				Update records and inquiries
01116 Texas Dept of Public Safety	Information on stolen cars	30/month	X	X				X		X			X		X				Update records and aid other agencies in search
01116 CIC and NCIC	Information on stolen cars	30/month	X	X				X		X			X		X				Update records and aid other agencies in search
01117 Texas Dept of Public Safety	Information on impounded vehicles	weekly	X	X				X		X			X		X				Update records and assist other agencies
01117 Insurance Co	Information on impounded vehicles	weekly	X	X				X		X			X		X				Aid own investigation
01118 Heppard A.F.B., Texas Ranger, B.I., Texas Dept of Public Safety	Information concerning stolen items that might be in pawn shops	2/day	X	X				X		X			X		X				Seek assistance in locating stolen property
01119 CIC and NCIC	Information on purchased, found, or stolen gun	weekly	X	X				X		X			X		X				Update records and assist other law agencies

SUMMARY OF USERS PROFILE

DATE: 3/75

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY	TYPE of INFO														PURPOSE	
			DIRECT	INDIRECT	EXTERNAL	INTERNAL	SUBSYSTEM	USER	SPECIFIED	CITY	SPECIFIED	PERSONAL	GEOGRAPHICAL	FINANCIAL	LEGAL	INTERNAL		EXTERNAL
401119 Other Law Inforce- ment Agencies	Information on purchased, found, or stolen gun	weekly	X	X			X		X			X	X					Information or assistance in locating a gun
401121 County Probation Dept	Juvenile record made available	daily	X	X			X		X			X	X					Need information for own records or for trial
401121 F.B.I. & Texas D.P.S.	Fingerprint cards	daily	X	X			X		X			X	X					Update records
401121 Other Law Enforce- ment Agencies	Information on juveniles	daily	X	X			X		X			X	X					Assist investigation
401122 Texas Dept of Public Safety	Notice of missing juveniles	2/month	X	X			X		X			X	X					Notice of missing juvenile
401122 County Proba- tion Dept	Notice of missing juveniles	4-5/week	X	X			X		X			X	X					Notice of missing juvenile
401122 Other Law Enforce- ment Agencies	Notice of missing juve- nile or requests assist- ance in locating juvenile	2/month	X	X			X		X			X	X					Information of missing juvenile
401123 County Proba- tion Dept Juvenile Court Attorneys	Investigation material	7/week	X	X					X	X		X	X					Records for Court
01422 F.B.I. Texas D.P.S.	Fingerprint cards filed for disposition or reference	7/day	X	X			X		X			X	X					Fingerprint card put on record

SUMMARY OF USERS PROFILE

DATE: <u>3/75</u>			APPLICATION: <u>Law Enforcement</u>													SUBSYSTEM: <u>Public Safety</u>			
USER & No.	KIND OF INTERACTION	FREQUENCY															TYPE of INFO	PROCESS	PURPOSE
			DIRECT	INDIRECT	EXTERNAL	INTERNAL	SUBSYSTEM	INTRA-SUBSYSTEM	USER-SUBSYSTEM	SPECIFIED CITY	SPECIFIED PERSONAL	GEOGRAPHICAL	FINANCIAL	LEGAL	EXTRACURRICULAR	FOREIGN	INFORMAL	FREE COLLECTED	
401422 County & District Court	Fingerprint cards filed for disposition or reference	weekly	X	X					X		X		X	X					Fingerprint cards used for evidence
401422 Courts	Evidence	1/week	X	X					X		X		X	X					Evidence in a case
401423 Citizen	Information lost and found items	3-4/week	X	X					X		X		X	X					Looking for lost item
401423 Wichita Falls Police Officer	Information lost and found items	3-4/week	X				X	X		X			X	X					Looking for related item to case
401431 Wichita Falls Police Officer	Request for information	3000/month	X				X	X					X	X					Information on present activit
401433 Ambulances & Wreckers	Calls to notify of accident	36/month	X	X						X	X		X	X					Notice of where accident occurred
401434 Businesses & Institutions With Alarms	Response to alarms	30/week	X	X				X		X			X	X					Notified if alarm goes off
401451 Municipal Court	Information to prepare warrant	weekly	X	X						X	X		X	X					Prepare warrant
401451 Wichita Falls Patrol Unit	Given prepared warrant	weekly	X				X			X	X		X	X					Serve warrant
401452 Wichita Falls Detective Div.	Information on arrestee for files	100-10/week	X				X	X		X			X	X					Update records when arrestee released

SUMMARY OF USERS PROFILE

DATE: 3/75

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY	TYPE of INFO													PROCESS	PURPOSE
			DIRECT	INDIRECT	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL	EXTERNAL	INTERNAL		
401452 Municipal Court	Information to establish bond	100-110/week	X	X					X				X	X	X		Set bond
401453 Owner of car	Release of car	10-12/day	X					X		X			X	X			To retrieve car
401453 Wichita Falls Detective Div	Release of car	10-12/day	X				X	X		X			X	X			Notified that car has been returned to owner
401453 Texas Dept of Public Safety	Release of car	10-12/day	X	X				X		X			X	X			Notified that car has been returned to owner
401442 Insurance Co	Complaint information made available to interested & qualified parties	30/week	X	X					X	X			X	X	X		To settle claims
401442 Attorneys	Complaint information made available to interested & qualified parties	15-18/week	X	X					X	X			X	X	X		Information for client
401422 Persons involved	Complaint information made available to interested & qualified parties	5-8/week	X	X					X	X			X	X	X		Interest in seeing summary of case
401442 Wichita Falls Detectives and Officers	Complaint information made available to interested & qualified parties	85/week	X				X		X	X			X	X			Review complete report for follow-up purposes
401443 Building Maintenance	Complaint information made available to interested & qualified parties	weekly	X			X			X	X			X	X			Notified if city vehicle is involved in a case
401443 Director of Public Safety	Complaint information made available to interested & qualified parties	weekly	X				X		X	X			X	X			Notified if city vehicle is involved in a case

SUMMARY OF USERS PROFILE

DATE: 3/75

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety

USER & No.	KIND OF INTERACTION	FREQUENCY	TYPE of INFO PROCESS														PURPOSE
			DIRECT	INDIRECT	EXTERNAL	INTERNAL	SUBSYSTEM	INTRASUBSYSTEM	USER	SPECIFIED CITY	SPECIFIED PERSONAL	GEOGRAPHICAL	LEGAL	EXTERNAL	INTERNAL	FILE COLLECTED	
01443 Insurance Company	Traffic accident information made available to interested & qualified people	18-20/week	X	X						X	X		X	X		X	To settle claims
01443 Attorneys	Traffic accident information made available to interested & qualified people	9-10/week	X	X						X	X		X	X		X	Information for client
01443 Persons Involved	Traffic accident information made available to interested & qualified people	3-4/week	X	X						X	X		X	X		X	Interest in seeing summary
01443 Richita Falls Detectives & Officers	Traffic accident information made available to interested & qualified people	50/week	X				X			X	X		X	X		X	Review complete report follow-up purposes
01444 Attorneys	Arrest related information made available to interested & qualified people	daily	X	X						X	X		X	X			To prepare prosecution or defense for arrestee
01444 Richita Falls Police Dept	Arrest related information made available to interested & qualified people	daily	X				X			X	X		X	X			Supplement to investigation material
01444 Sheriff	Arrest related information made available to interested & qualified people	daily	X	X						X	X		X	X			Supplement to investigation material
01445 Fireman	Applicants checked to see if they have previous record	5/month	X				X			X	X		X	X			To meet part of application qualifications
01445 Police	Applicants checked to see if they have previous record	10/month	X				X			X	X		X	X			To meet part of application qualifications
01445 Taxi Drivers	Applicants checked to see if they have previous record	1/month	X	X						X	X		X	X			To meet part of application qualifications

SUMMARY OF USERS PROFILE

DATE: 3/75

APPLICATION: Law Enforcement

SUBSYSTEM: Public Safety[illegible]

In table 12, a summary of direct labor cost increases by organizational division is provided. This table indicates the distribution of labor cost increases or decreases for each of the 10 functional units of the Police Department that were involved in the completion of the activities covered in this report.

The total cost increase of \$75,934.34 is broken down into costs resulting from: 1) increased salary expenditures, either through salary increases of assigned personnel, or through reassignment of personnel with different job titles and different salary costs; 2) changes in activity frequency or changes in the manner in which activity occurrences were recorded or reported; and 3) the effects of the implementation of LES.

As table 11 indicates, an increase of \$11,435.28 was computed for salary increases, \$37,932.88 for changes in reporting or activity frequencies, and \$26,566.17 for the effects of LES. Of the total increase in labor costs, over 35 percent can be attributed to the implementation of LES. Over 50 percent of the computed increased costs, however, are the result of fluctuations in activity frequency and reporting procedures and, as such, reflect more upon the problems of evaluating the Police Department and LES rather than upon actual increases in labor costs.

TABLE 12
Summary of Direct Labor Cost Increases for Police Department (By Division)
from Preimplementation to Postimplementation

Division	Salary	Change in Reporting/Activity	LES
Administrative Services Division	\$ 588.24	-940.08	---
Training Section	1,224.00	551.80	---
Patrol and Traffic Division	2,096.24	30,683.03	21,687.75
Criminal Investigation Division	2,616.31	8,296.51	1,688.31
Juvenile Section	1,868.19	-216.53	---
Identification Section	60.83	-3,387.82	---
Communications Section	94.74	-20.48	---
Information Desk	1,621.75	-216.32	---
Central Records	1,134.65	2,920.05	3,190.11
Inspections Division	130.34	261.24	---
Subtotals	11,455.29	37,932.88	25,566.17
Total Labor Cost Increase	\$75,934.34		

EVALUATION OF IMPACT OF LES ON WICHITA FALLS POLICE DEPARTMENT

This final section of the report attempts to provide an evaluation of the impact of the implementation of LES on the Police Department and to assess the nature and degree of that impact on the organization and operations of the Department. The difficulty in providing such an assessment and evaluation lies, of course, in the fact that LES had not been fully implemented when the postimplementation study was conducted. Many of the designed benefits of the system were not yet being received by the Department. The production of automated reports, for example, had been delayed pending the installation of a remote printer within the confines and control of the Police Department. Assessment of the impact of such nonimplemented portions of LES in terms of man-hour expenditures and labor costs was not possible. In addition to the evaluation problems resulting from incomplete system implementation, impact assessment of LES was further complicated by a number of changes in the way activity data were recorded. Thus wide variances in activity data occurred between the pre- and postimplementation periods as a result of different ways of recording the activity frequencies. Such changes resulted in over 50 percent of the computed increased labor costs for the Department. The impact evaluation of LES on the Police Department has been prepared with these data qualifications in mind.

The impact of LES has been assessed from three perspectives. First, a determination is provided of the degree to which LES accomplished the system objectives as outlined in the system overview of this report. Second, an evaluation of the overall effects of LES on the operation and organization of the Department is provided along with an evaluation of the effects of LES on the interfaces of the Department with other municipal departments and the public. Third, an assessment of the system transfer process is presented with particular focus on those aspects of the design or transfer process which impact significantly on the implementation of LES.

There were seven system objectives, as listed in the system overview of this report. Briefly, these were: 1) to assist in the prevention of crime, 2) to protect officers through the provision of timely information, 3) to provide complete information to investigators to improve their functioning, 4) to provide management data for decision making, 5) to establish a common data base, 6) to reduce clerical work, and 7) to provide greater information security and greater access availability.

Most of these objectives have been accomplished to some degree—a fact which is more the result of the generality of the objectives rather than specific system accomplishments. The first objective, reduction of crime, presents obvious problems in evaluation. Aside from the difficulty in determining whether crime has been reduced or prevented—an increase in robberies of 10 percent might indicate that potential crime had been reduced 5 percent—even greater difficulty is presented by the task of correlating specific system operations to that reduction.

The second objective concerns the rapid provision of information about possible dangerous individuals to officers in the field. With the implementation of the TCIC/NCIC communication linkages, this objective has been met. The effectiveness of the linkage in warning officers of possible dangerous individuals, however, has not been established.

The third objective called for the provision of complete information for investigating officers. This objective relates specifically to the use of the new Uniform Investigation Report which is designed to include more investigative information than the former report forms. Despite some initial reservations about the utility of the new form among investigative personnel, use of the new form has been established. The question remains, however, as to whether use of the new form results in better or more efficient functioning by investigative officers.

The fourth objective concerned the provision of management data about police activities for improved decision making. This management information is contained primarily in the various status reports designed to be produced automatically by LES. This objective will be fully achieved when the remote report printer is installed in the Department. Again, we are not able to establish the effectiveness of improved decision making.

The fifth objective called for the establishment of a common data base among the Police Department and other system applications. Within the security restrictions of the Police Department, this objective has also been fairly well accomplished.

The sixth objective concerned the reduction of clerical work. Although the success of meeting this objective should be readily discernible from a review of manpower expenditures for the Central Records Section, because of the incomplete implementation of LES, a determination of the degree to which LES had reduced to clerical work was not possible. In fact, for the activities of the Central Records Section studied in this report, man-hour expenditures increased 56 percent while total labor costs increased 64 percent. Man-hour expenditures for clerical functions of all the activities in this report increased by more than 37 percent. When the postimplementation study was conducted, use of the computer video terminals in Central Records was limited, but increasing gradually. Thus, the increases in reported clerical manhour expenditures for Central Records might well be the result of the incomplete implementation of the system.

However, it is more likely that any reduction in clerical work, at least for the Central Records Section, will be slight. The accomplishment of the seventh objective, greater information security and availability, in a sense conflicts and overrides the objective of reducing clerical work. By providing much greater access to information in police records than was possible under the previous manual system, LES should provide for increased use of that information. This alone would increase clerical retrieval functions. Along with the requirement for accessibility is the legal requirement to maintain the original investigative documents. Thus the previous clerical functions will not be eliminated. The failure to reduce clerical work, however, should mean an increase in the efficient use of police records and investigative information.

The evaluation of the effects of LES on the Police Department is somewhat hampered by the incomplete nature of implementation during the postimplementation period. However, several points may be made. First, even if all the cost increases attributed to changes in reporting procedures or changes in activity frequency are discounted, the implementation of LES has not resulted in any cost savings for the Department, nor is it likely to. Expenditures related to LES will probably increase in the near future, especially if attempts are made to raise the current low salaries for terminal operators. Increased wages for the operators, however, might prevent the inevitable operator turnover that will occur if

salaries for these positions are not increased. LES will cost the Department more than the previous manual system, even with inflation cost adjustments. The basic question is whether LES and the increased costs result in greater efficiency or improved operations. The answer to this question is largely subjective and is a function of the values that the Department or the city administration or the public attaches to police operations.

A second point that can be made is that because of the nature of operations of the Police Department, LES will most directly affect only certain divisions and activities of the Department. Much of what police officers do cannot be standardized. Patrolling the streets, investigating break-ins, or handling a traffic accident are activities that vary greatly each time they are performed. What can be standardized, however, are the report forms used to record the pertinent data about these activities. LES, as an information subsystem, will be concerned with those activities involving the processing of information stemming from police activities. Thus, LES will directly affect the operational costs of only a few of the divisions of the Department, such as Central Records and Communications.

Because the direct impact of LES is limited primarily to the record-processing components of the Department, no significant change in the nature of the interfaces between the Department and other departments or the public has occurred. Establishment of the TCIC/NCIC linkage has improved the speed of communication between the Department and these two data centers. However, the essential nature of the communications has not changed. The design and implementation of the Premise Check component of LES has formalized and standardized a service of the Department for Citizens. Premise checks apparently have more value as public relations devices than as actual deterrents to crime. There may also be some question as to whether this service tends to be used more by citizens in the upper income brackets. Because of security requirements for the protection of the confidential nature of the information processed by the Police Department, there has been a general effort by the Department to limit the dependency of the Department on other municipal departments, such as Data Processing. Because of federal regulations presently being formulated, the Department may eventually be forced to acquire its own dedicated system. As of now, the character of the informational interchanges of the Police Department have not changed.

LES will perform, essentially, according to its design and will perform all of the tasks required of it. However, it will be doing them somewhat later than originally anticipated. For example, the design phase of LES, originally slated for completion by July, 1973, was not actually completed until June, 1974. This rather significant delay in design and implementation may be the result of several factors, including an overly optimistic initial estimate of the time required to complete the project. However, the factor that will be discussed in this report is the importance of system design and transfer.

The degree of success in designing and implementing a new information system such as LES would seem to depend in part on the process by which: 1) the requirements for the new system were transmitted to the system designers, and 2) the new system design was transferred to the Department. The many facets of police operations that had to be incorporated into the design of LES would seem to require the concentrated efforts of the system designer. Unfortunately for the Police Department, however, the initial design phase of LES actually consisted of a number of separate design phases by several system designers. The original BASYS designer was replaced by a second who was in turn replaced by a third and so on. Each designer attempted to restructure the system design. The result, as one

individual remarked, was analogous to a situation in which four master craftsmen try to construct a house, each using his own blueprint. The seams of the house never quite seem to fit. So it was with the design of LES by the rotating system designers. The successful design of LES was delayed until one designer stayed long enough to complete the job.

Although much of the designer rotation problems of LES were the result of policies of BASYS, the systems consulting firm, the final months of the design of LES were also hampered by operations in other applications of IMIS in Wichita Falls. Crisis situations in the systems such as TR/LM (Transaction Routing and Ledger Maintenance) in the Finance Department required the reassignment of Police Department systems personnel from the completion of LES to focus on the problems in TR/LM.

These delays in design and implementation of LES probably affected neither the quality of the final system design nor the ability of the Department to implement the design. As indicated previously, LES will do all that it is designed to do. The delay on completing the system design did, however, delay the implementation of the system. A process that should have been completed in two years has taken much longer. Much of the initial enthusiasm of departmental personnel for the system has evaporated. Instead of an innovation in police operations, LES has become, in the eyes of many police personnel, a nagging pain that will not go away.

Such feelings about the worth of LES should fade as the fully implemented operations of the system are smoothed out and the values of the automated status reports are realized. Although LES will not bring about any great reduction in crime in Wichita Falls, the system will enable the Police Department to utilize more effectively and efficiently the resources of the Department and better plan and supervise police operations. Such effects should prove of positive value over the long run operation of the Department.

APPENDIX I

MANPOWER COST CALCULATIONS

This appendix has been written in order to clarify the procedure used to calculate manpower costs. To place the Manpower Profile, Exhibit I.1, and its information within the perspective of the entire project, the reader is urged to consult the University of Kansas report, *Monitoring and Evaluation Methodologies in the Wichita Falls IMIS Project* (WFT2-5013).

As can be seen in Exhibit I.1, direct labor costs in the Manpower Profiles are a function of the average hourly rate of the personnel (by job code) assigned each activity and the total estimated hours per year for each activity. Each position in the City is designated by job code number and title. The Personnel Department maintains a monthly updated file of salary levels for every job in the City. The salary is listed in hourly, biweekly, monthly, and annual terms. These are the basic data utilized in making manpower cost calculations. Since a department may employ a number of personnel in specific positions, an estimated personnel cost can be derived by using the title of the position in a department and applying an average of salaries currently being offered for that position to derive an average hourly manpower cost for that position.

The total estimated hours per year for an activity is determined by multiplying the amount of time required to complete an activity by the number of times an activity is performed in a year. For example, for an activity that occurred weekly and required one hour to complete, a figure of 52 hours would be calculated for the total estimated hours per year. For each activity the average hourly manpower cost is then coupled with the total estimated hours per year to derive the direct labor cost (for a specific job position) for an activity. For an activity which was performed by a clerk-typist (Job Code 117) with an average hourly rate of \$2.05, and which required one hour per week to complete, a direct labor cost of $52 \times \$2.05 = \107.00 would be derived. The total direct labor cost for an activity would be the sum of labor costs for each position or job code involved in the performance of the activity. The direct labor cost per activity is then obtained by dividing the total direct labor cost by the number of times an activity is performed in a year.

The Manpower Profiles also provide some indication of the proportions of labor effort expended by each personnel category or type (i.e., supervisory, operational, or clerical, as defined in City budgets) for an activity. In these, and all other calculations involving the translations of time, the following conversion table was used:

173 hours = 1 month

2,076 hours = 1 year

260 days = 1 year

52 weeks = 1 year

For each personnel category, two measures of the proportion of annual effort are provided. The first measure, found in Block 1 of Percentage Annual Effort on the Manpower Profiles, is the percentage of one man-year (i.e., 2,076 hours) of the total hours per year for a personnel category. If three clerical personnel expended 3,000 hours yearly, then the percentage of one man-year would be 3,000 divided by 2,076 or 144.51 percent. The second measure found in Block 2, is the average percentage of effort of each employee in a

category. To continue the example, the average percentage of effort of each of the three clerical personnel who worked 3,000 hours would be 144.51 percent divided by three, or 48.17 percent.

It should be noted that the final direct labor cost estimates provided in this report may be either higher or lower than the actual labor costs because: (1) personnel with job codes and pay rates different from those listed in the Manpower Profiles may occasionally perform any given activity, (2) actual personnel salaries may differ slightly from the calculated average, and (3) data for the total hours expended yearly are at best estimates and may vary considerably from actual expenditures of times.

APPENDIX II

POLICE DEPARTMENT BUDGET
Fiscal Year 1972-1973

POLICE
NO. 232

DESCRIPTION	ACTUAL 1970-71	REVISED 1971-72	APPROVED 1972-73
PERSONNEL SERVICES	1,063,581 *	1,069,417 *	1,146,510 *
SUPPLIES	71,310 *	69,653 *	68,225 *
MAINTENANCE & REPAIRS	43,106 *	42,335 *	44,010 *
SERVICES	40,293 *	41,915 *	41,997 *
SUNDRY CHARGES	9,374 *	20,094 *	27,354 *
CAPITAL OUTLAY	52,104 *	59,126 *	55,600 *
DEPARTMENT TOTALS..	1,279,768**	1,302,540**	1,383,696**

POLICE
NO 232

DESCRIPTION	ACTUAL 1970-71	REVISED 1971-72	APPROVED 1972-73
PERSONNEL SERVICES			
4111 SALARIES, SUPERVISION	13,487	14,000	14,340
4112 SALARIES, CLERICAL	107,380	102,000	103,000
4113 SALARIES, OPERATIONAL	853,396	864,000	903,000
4115 OVERTIME EARNINGS	17,811	19,000	19,000
4121 SOCIAL SECURITY	5,243	5,667	30,570
4122 EMPLOYEES RETIREMENT	49,393	46,287	55,500
4123 EMPLOYEES INSURANCE	6,333	6,415	5,500
4124 HOSPITALIZATION INS	10,538	12,048	13,600
CLASS TOTALS..	1,063,581 *	1,069,417 *	1,146,510 *
SUPPLIES			
4210 MOTOR VEHICLE SUPPLIES	44,245	40,156	38,500
4211 MINOR TOOLS	548	600	600
4220 OFFICE SUPPLIES	8,598	7,202	7,500
4221 PERIODICALS AND SUPPLIES	110	150	125
4222 EDUCATIONAL-REL. SUPPLIES	526	500	500
4223 PHOTOGRAPHIC SUPPLIES	1,176	1,200	1,200
4230 CLEANING SUPPLIES	1,908	2,200	2,200
4231 MEDICAL & DRUG SUPPLIES	8	150	150
4232 CHEMICAL SUPPLIES	219	653	500
4290 CLOTHING SUPPLIES	11,895	14,892	15,000
4291 AMMUNITION	458	450	450
4297 OTHER SUPPLIES	1,619	1,500	1,500
CLASS TOTALS..	71,310 *	69,653 *	68,225 *
MAINTENANCE & REPAIRS			
4310 MTN. MOTOR VEHICLES	33,705	33,000	33,000
4312 MTN. MACH. TOOLS, IMPLS.	304	150	150
4320 MTN. OFFICE EQUIPMENT	1,188	1,579	1,500
4321 MTN. RADIOS	4,585	4,506	4,500
4322 MTN. INSTRUMENTS, APPARAT.	22	150	150
4343 MTN. HEATING, AIR COND.	872	1,000	1,000
4350 MTN. BUILDINGS	2,408	1,800	3,500
4357 MTN. OTH. STRUCT. IMPV.	22	150	150
CLASS TOTALS..	43,106 *	42,335 *	44,010 *

POLICE
NO. 232

DESCRIPTION	ACTUAL 1970-71	REVISED 1971-72	APPROVED 1972-73
SERVICES			
4410 TELEPHONE SERVICE	8,031	9,400	8,920
4411 ELECTRIC SERVICE	8,952	9,125	10,116
4412 GAS SERVICE	467	627	750
4413 WTR, SWR, SANIT. SERVICE	325	230	347
4422 CLOTHING ALLOWANCE	7,293	6,886	7,344
4430 SPECIAL SERVICES	2,302	5,000	500
4431 MEDICAL EXAMINATIONS	610	600	600
4441 MEMBERSHIPS	82	110	110
4442 TRAVEL	1,740	1,520	1,720
4443 BOARDS AND LOCAL MEETINGS	169	250	250
4460 RENTAL	761	714	3,640
4497 SUPPORT OF PRISONERS	9,561	7,453	7,700
CLASS TOTALS..	40,293 *	41,915 *	41,997 *
SUNDRY CHARGES			
4522 INSURANCE	4,156	2,794	3,104
4591 IN SERVICE TRAINING	114		250
4592 NARCOTICS ORGANIZED CRIME	5,104	17,300	24,000
CLASS TOTALS..	9,374 *	20,094 *	27,354 *
CAPITAL OUTLAY			
5410 MOTOR VEHICLES	47,077	48,628	53,200
5420 OFFICE FURNITURE AND FIXT.	541		
5421 OFFICE EQUIPMENT		393	2,400
5430 RADIOS	3,070	4,130	
5431 INSTRUMENTS, APPARATUS	1,416	4,484	
5490 OTHER EQUIPMENT		1,491	
CLASS TOTALS..	52,104 *	59,126 *	55,600 *
DEPARTMENT TOTALS..	1,279,768**	1,302,540**	1,383,690**

POLICE

NO. 232

PERSONNEL SCHEDULE

<u>JOB TITLE AND CODE</u>	<u>PERSONNEL</u>		<u>PAY RANGE</u>	<u>APPROVED*</u>
	<u>FULL</u>	<u>PART</u>		
	<u>TIME</u>	<u>TIME</u>		
<u>232-4111 SUPERVISION</u>				
POLICE CHIEF	1		1,195	\$ 14,340
<u>232-4112 CLERICAL</u>				
146 SENIOR CLERK STENO	1		382-444	
156 SENIOR CLERK TYPIST	2		364-444	
169 DISPATCHER-CLERK	21		331-402	\$ 103,000
<u>232-4113 OPERATIONAL</u>				
506 POLICE CAPTAIN	2		851	
510 POLICE LIEUTENANT	5		773	
518 POLICE SERGEANT	20		702	
528 POLICE OFFICER	85		546-662	
529 POLICE WOMAN	3		546-662	
665 EQUIPMENT SERVICEMAN	1		347-382	
680 JANITOR	3		315-364	\$ 905,000
TOTAL	144			\$1,022,340

*APPROVED SALARY FIGURES INCLUDE LONGEVITY WHERE APPLICABLE

APPENDIX III

POLICE DEPARTMENT BUDGET
Fiscal Year 1973-1974

POLICE
NO. 232

DESCRIPTION	ACTUAL 1971-72	REVISED 1972-73	APPROVED 1973-74
PERSONNEL SERVICES	1,058,850	1,132,694	1,317,040
SUPPLIES	66,142	75,864	77,225
MAINTENANCE & REPAIRS	43,229	45,240	46,050
SERVICES	42,043	42,204	52,999
SUNDRY CHARGES	24,431	32,509	14,815
CAPITAL OUTLAY	60,267	63,583	79,700
DEPARTMENT TOTALS..	1,299,962	1,392,094	1,587,829

POLICE
NO. 232

DESCRIPTION	ACTUAL 1971-72	REVISED 1972-73	APPROVED 1973-74
PERSONNEL SERVICES			
4111 SALARIES, SUPERVISION	14,017	14,734	15,040
4112 SALARIES, CLERICAL	100,097	103,000	132,000
4113 SALARIES, OPERATIONAL	854,990	890,000	1,025,000
4115 OVERTIME EARNINGS	18,642	20,981	22,000
4121 SOCIAL SECURITY	6,225	31,600	40,000
4122 EMPLOYEES RETIREMENT	47,710	49,200	60,000
4123 EMPLOYEES INSURANCE	5,775	5,500	6,000
4124 HOSPITALIZATION INS	11,394	12,679	17,000
CLASS TOTALS..	1,058,850	1,132,694	1,317,040
SUPPLIES			
4210 MOTOR VEHICLE SUPPLIES	41,527	41,811	43,000
4211 MINOR TOOLS	545	485	100
4220 OFFICE SUPPLIES	6,710	10,126	10,000
4221 PERIODICALS & SUPPLIES	139	125	125
4222 EDUCATIONAL-REC. SUPPLIES	526	275	500
4223 PHOTOGRAPHIC SUPPLIES	807	1,113	1,200
4230 CLEANING SUPPLIES	1,732	2,010	2,200
4231 MEDICAL & DRUG SUPPLIES		150	150
4232 CHEMICAL SUPPLIES	616	500	500
4290 CLOTHING SUPPLIES	11,941	17,311	17,500
4291 AMMUNITION	431	450	450
4297 OTHER SUPPLIES	1,168	1,508	1,500
CLASS TOTALS..	66,142	75,864	77,225
MAINTENANCE & REPAIRS			
4310 MTN. MOTOR VEHICLES	38,881	34,254	35,500
4312 MTN. MACH, TOOLS, IMPLS.	114	150	150
4320 MTN. OFFICE EQUIPMENT	1,616	1,517	1,500
4321 MTN. RADIOS	4,433	4,400	4,500
4322 MTN. INSTRUMENTS, APPARAT		150	150
4343 MTN. HEATING, AIR COND.	1,438	1,073	1,100
4350 MTN. BUILDINGS	1,747	3,546	3,000
4357 MTN. OTH. STRUCT. IMPV.		150	150
CLASS TOTALS..	48,229	45,240	46,050

POLICE
NO. 232

DESCRIPTION	ACTUAL 1971-72	REVISED 1972-73	APPROVED 1973-74
SERVICES			
4410 TELEPHONE SERVICE	9,411	9,100	10,500
4411 ELECTRIC SERVICE	9,153	9,250	10,500
4412 GAS SERVICE	582	1,027	1,300
4413 WTR, SWR, SANIT. SERVICE	458	490	530
4422 CLOTHING ALLOWANCE	6,704	7,225	8,400
4430 SPECIAL SERVICES	4,434	292	4,500
4431 MEDICAL EXAMINATIONS	597	600	600
4440 ASSOC. DUES AND MEETINGS			130
4441 MEMBERSHIPS	70	110	110
4442 TRAVEL	1,891	1,720	2,159
4443 BOARDS AND LOCAL MEETINGS	239	250	250
4460 RENTAL	734	3,640	3,820
4467 SUPPORT OF PRISONERS	7,770	8,500	10,200
CLASS TOTALS..	42,043	42,204	52,999
SUNDRY CHARGES			
4522 INSURANCE	4,395	3,000	3,565
4543 CONTRIBUTIONS TO OTHER FUNDS		3,500	11,000
4591 IN-SERVICE TRAINING			250
4592 NARCOTICS ORGANIZED CRIME	20,036	24,000	
CLASS TOTALS..	24,431	32,500	14,815
CAPITAL OUTLAY			
5211 BUILDING IMPROVEMENTS	554		
5410 MOTOR VEHICLES	48,628	53,726	60,700
5412 MACH, TOOLS, IMPLEMENTS		1,190	
5420 OFFICE FURNITURE AND FIXTURES	980	103	
5421 OFFICE EQUIPMENT		3,633	
5430 RADIOS	4,130		15,000
5431 INSTRUMENTS, APPARATUS	4,484	2,408	
5450 DATA PROCESSING EQUIPMENT			4,000
5490 OTHER EQUIPMENT	1,491	2,521	
CLASS TOTALS..	60,267	63,583	79,700
DEPARTMENT TOTALS..	1,299,962	1,392,094	1,587,829

POLICE

NO. 232

PERSONNEL SCHEDULE

JOB TITLE AND CODE	PERSONNEL		PAY RANGE	APPROVED
	FULL TIME	PART TIME		
232 - 4111 Supervision				
501 Police Chief	1		1,024 - 1,244	\$ 15,040
232 - 4112 Clerical				
112 Senior Clerk Typist	4		386 - 469	
117 Inter. Clerk Typist	3		334 - 386	
146 Senior Clerk Steno	1		405 - 493	
148 Inter. Clerk Steno	1		350 - 425	
171 Dispatcher Clerk	20*		359 - 436	
179 Microfilm Technician	1		377 - 458	\$ 132,000
232 - 4113 Operational				
178 Property & Stores Custodian	1		425 - 518	
502 Police Captain	2		920	
503 Police Lieutenant	6		820	
504 Police Sergeant	20		747	
505 Police Officer	88		700	
508 Police Woman	3		700	
617 Janitor Foreman	1		368 - 425	
618 Janitor	3*		334 - 386	\$1,025,000
TOTAL	155			\$1,172,040

*One of these positions will be funded under Emergency Employment Act Funds until June 30, 1974.

APPENDIX IV

POLICE DEPARTMENT BUDGET

Fiscal Year 1974-1975

POLICE

NC. 232

DESCRIPTION	ACTUAL 1972-73	REVISED 1973-74	APPROVED 1974-75
PERSONNEL SERVICES	1,112,292	1,328,442	1,428,305
SUPPLIES	76,440	99,850	117,920
MAINTENANCE & REPAIRS	41,985	51,741	55,640
SERVICES	41,689	49,850	65,088
SUNDRY CHARGES	32,509	14,626	26,360
CAPITAL OUTLAY	61,723	90,611	64,510
DEPARTMENT TOTALS..	1,366,638	1,635,120	1,757,823

POLICE

NO. 232

DESCRIPTION	ACTUAL 1972-73	REVISED 1973-74	APPROVED 1974-75
PERSONNEL SERVICES			
4111 SALARIES, SUPERVISION	14,733	15,303	15,303
4112 SALARIES, CLERICAL	107,675	131,000	150,000
4113 SALARIES, OPERATIONAL	869,454	1,022,000	1,090,000
4115 OVERTIME EARNINGS	22,913	27,311	28,000
4121 SOCIAL SECURITY	31,805	44,245	48,500
4122 EMPLOYEES RETIREMENT	48,134	65,107	71,302
4123 EMPLOYEES INSURANCE	5,125	6,250	6,000
4124 HOSPITALIZATION INS	12,448	17,226	19,200
CLASS TOTALS..	1,112,292	1,328,442	1,428,305
SUPPLIES			
4210 MOTOR VEHICLE SUPPLIES	44,197	50,617	69,000
4211 MINOR TOOLS	797	100	150
4220 OFFICE SUPPLIES	11,917	16,936	16,350
4221 PERIOD AND SUPPLIES	103	125	125
4222 EDUCATIONAL-REC. SUPPLIES	143	819	1,500
4223 PHOTOGRAPHIC SUPPLIES	587	995	2,000
4230 CLEANING SUPPLIES	1,685	2,260	2,370
4231 MEDICAL & DRUG SUPPLIES	0	100	150
4232 CHEMICAL SUPPLIES	8	500	1,000
4290 CLOTHING SUPPLIES	15,165	24,500	23,000
4291 AMMUNITION	368	827	575
4297 OTHER SUPPLIES	1,470	2,071	1,700
CLASS TOTALS..	76,440	99,850	117,920
MAINTENANCE & REPAIRS			
4310 MTN. MOTOR VEHICLES	29,546	40,000	42,000
4312 MTN. MACH. TOOLS, IMPLS.	362	176	175
4320 MTN. OFFICE EQUIPMENT	1,582	2,085	1,500
4321 MTN. RADIOS	4,426	4,487	4,500
4322 MTN. INSTRUMENTS, APPARAT	27	150	150
4343 MTN. HEATING, AIR COND.	1,584	1,538	1,500
4350 MTN. BUILDINGS	4,457	3,227	5,665
4357 MTN. UTH. STRUCT. IMPV.	1	78	150
CLASS TOTALS..	41,985	51,741	55,640
SERVICES			
4410 TELEPHONE SERVICE	9,245	10,500	11,475
4411 ELECTRIC SERVICE	8,266	9,000	8,877
4412 GAS SERVICE	1,145	1,208	1,677
4413 WTR, SKR, SANIT. SERVICE	474	613	537
4422 CLOTHING ALLOWANCE	6,838	6,880	8,832
4430 SPECIAL SERVICES	144	4,500	6,000
4431 MEDICAL EXAMINATIONS	555	600	600
4440 ASSOC. DUES AND MEETINGS	0	80	400
4441 MEMBERSHIPS	34	110	120

POLICE

NO. 232

DESCRIPTION	ACTUAL 1972-73	REVISED 1973-74	APPROVED 1974-75
4442 TRAVEL	2,173	2,743	3,000
4443 BOARDS AND LOCAL MEETINGS	131	250	250
4460 RENTAL	3,873	3,820	3,820
4490 DATA PROCESSING & SYSTEM	0	0	7,500
4497 SUPPORT OF PRISONERS	8,761	9,546	12,000
CLASS TOTALS..	41,689	49,850	65,088
SUNDRY CHARGES			
4522 INSURANCE	3,009	3,526	4,710
4543 CONTRIBUTIONS TO OTHER FU	5,500	11,000	21,400
4591 IN SERVICE TRAINING	0	100	250
4592 NARCOTICS ORGANIZED CRIME	24,000	0	0
CLASS TOTALS..	32,509	14,626	26,360
CAPITAL OUTLAY			
5410 MOTOR VEHICLES	53,726	58,479	63,800
5412 MACH., TOOLS, IMPLEMENTS	1,188	0	0
5420 OFFICE FURNITURE AND FIXT	383	216	550
5421 OFFICE EQUIPMENT	2,520	4,493	160
5430 RADIOS	0	23,839	0
5431 INSTRUMENTS, APPARATUS	2,263	425	0
5450 DATA PROCESSING EQUIP	0	2,025	0
5490 OTHER EQUIPMENT	1,643	1,134	0
CLASS TOTALS..	61,723	90,611	64,510
DEPARTMENT TOTALS..	1,366,638	1,635,120	1,757,823

POLICE

NO. 232

PERSONNEL SCHEDULE

JOB TITLE AND CODE	PERSONNEL	
	FULL TIME	PART TIME
232-4111 Supervision		
501 Police Chief	1	
232-4112 Clerical		
112 Senior Clerk Typist	4	
117 Intermediate Clerk Typist	3	
146 Senior Clerk Steno	1	
148 Intermediate Clerk Steno	1	
171 Dispatcher Clerk	21	
179 Microfilm Technician	1	
232-4113 Operational		
178 Property & Stores Custodian	1	
502 Police Captain	2	
503 Police Lieutenant	6	
504 Police Sergeant	20	
505 Police Officer	88	
508 Police Woman	3	
617 Janitor Foreman	1	
618 Janitor	3	
TOTAL	234	156

APPENDIX V

LAW ENFORCEMENT SYSTEM INPUT DOCUMENTATION

TEXAS PEACE OFFICER'S ACCIDENT REPORT

MAIL TO: Texas Department of Public Safety, Box 4087, Austin 78751

PLACE WHERE
ACCIDENT OCCURRED CountyIf accident was outside city limits,
indicate distance from nearest town

City or town

DO NOT WRITE IN THIS SPACE

ROAD ON WHICH
ACCIDENT OCCURRED

Block Number

Street or Road Name

Route Number

Under Const. Yes No
Speed LimitCheck and
complete one
only

AT ITS INTERSECTION WITH

Street or Road Name

Route Number

Under Const. Yes No
Speed Limit

IF NOT AT INTERSECTION

Tee

North S E W

of

Show mile post or nearest mile marker, if marked, and way
to nearest town or city, if not marked, show direction

Date

DPS No.

File

File No.

Or Rec.

Code

Severity

DATE OF
ACCIDENT

Day

Month

Year

A.M.

P.M.

Time

UNIT NO. 1 - MOTOR VEHICLE

YEAR
MODEL

MAKE

MODEL
NAMEBODY
STYLE

VIN IDENT.

NUMBER
LICENSE
PLATE

Year

State

Number

OPERATOR'S
NAME

Last

First

Middle

DATE OF
BIRTH

Address

City

State

OCCUPATION

Will driver be present at
this vehicle's disposal?Yes If answer is yes,
complete this
No on back sideOPERATOR'S
LICENSE

State

Number

SEX

RACE

DAMAGE
RATINGIf damage rating 4 or more,
complete back sideOWNER'S
NAME

Last

First

Middle

Address

City

State

UNIT NO. 2 - MOTOR VEHICLE, TRAIN, BICYCLIST, PEDESTRIAN, TOWED OR OTHER. INDICATE WHICH

(If pedestrian or cyclist injured, show date on back)

YEAR
MODEL

MAKE

MODEL
NAMEBODY
STYLE

VIN IDENT.

NUMBER
LICENSE
PLATE

Year

State

Number

OPERATOR'S
NAME

Last

First

Middle

DATE OF
BIRTH

Address

City

State

OCCUPATION

Will driver be present at
this vehicle's disposal?Yes If answer is yes,
complete this
No on back sideOPERATOR'S
LICENSE

State

Number

SEX

RACE

DAMAGE
RATINGIf damage rating 4 or more,
complete back sideOWNER'S
NAME

Last

First

Middle

Address

City

State

DAMAGE TO PROPERTY OTHER THAN VEHICLES

DOLLAR
DAMAGE \$
ESTIMATE

Name property, and show how damaged - Always show fixed and other objects struck and distance from impact or position, if applicable

Name and address of owner of damaged property

DESCRIBE WHAT HAPPENED

Describe
WeatherDescribe Road and
Surface Condition

Light

Condition

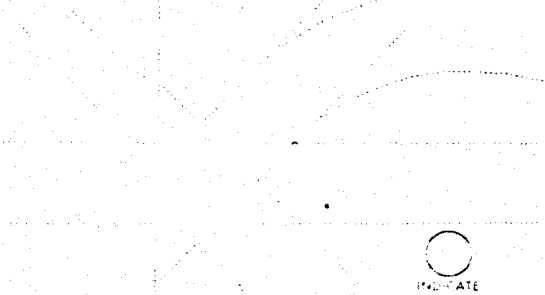
Type of
Traffic ControlIf Not Operative,
Explain

FACTORS CONTRIBUTING TO ACCIDENT (OFFICER'S OPINION)

(Check for each driver above)

Driver
1 2Driver
1 2Driver
1 21 ☐ Speeding over limit10 ☐ Wrong side not passing19 ☐ Improper parking2 ☐ Speed under limit unsafe11 ☐ Wrong way 1 way road20 ☐ Under influence ☐ Alcohol
☐ Drugs3 ☐ Fail to Yield ROW to Vehicle12 ☐ Following too closely21 ☐ Defective brakes4 ☐ Disregard Stop Sign or Light13 ☐ Overtake and pass insufficient clear22 ☐ Defective lights5 ☐ Disregard Stop and Go Signal14 ☐ Pass in no passing zone23 ☐ Other defective equipment6 ☐ Disregard Flashing Yellow Signal15 ☐ All other improper passing24 ☐ Other factors7 ☐ Improper turn wide right16 ☐ No signal or wrong signal of intent8 ☐ Improper turn-cut corner on left17 ☐ Improper start from parked position9 ☐ Improper turn wrong lane18 ☐ Fail to yield ROW to pedestrian

DIAGRAM



POLICE ACTIVITY

SHOW ARRESTS
AND CHARGES

Name

Last

First

Middle

Charge

Ticket
NumberType
Alcohol

Test

Name

Last

First

Middle

Charge

Ticket
NumberType
Alcohol

Test

Time notified
of accident

Date

Hour

M. Now

Time arrived at
scene of accident

Date

Hour

M.

SIGNATURE

Peace Officer's name and identification No.

Department

Date
report madeIs report ☐ Yes
complete? ☐ No

UNIT NO. 1		VEHICLE REMOVED TO _____		CODE FOR INJURY SEVERITY A. NO INJURY B. MINOR INJURY C. MODERATE INJURY D. MAJOR INJURY E. FATAL INJURY	
DAMAGE RATING _____		BY _____			

ITEM NO.	SEAT POSITION	OCCUPANTS NAMES <small>Show Last Name First</small>	ADDRESS	STATE	USE OF No. HEAD STRAP BELT REST USED USED	AGE	SEX	INJURY CODE
1	Front Left	Driver, See Front						
2	Front Center							
3	Front Right							
4	Rear Left							
5	Rear Center							
6	Rear Right							

UNIT NO. 2 <small>(Complete only if Unit No. 2 was a motor vehicle.)</small>		VEHICLE REMOVED TO _____			
DAMAGE RATING _____		BY _____			

ITEM NO.	SEAT POSITION	OCCUPANTS NAMES <small>Show Last Name First</small>	ADDRESS	STATE	USE OF No. HEAD STRAP BELT REST USED USED	AGE	SEX	INJURY CODE
7	Front Left	Driver, See Front						
8	Front Center							
9	Front Right							
10	Rear Left							
11	Rear Center							
12	Rear Right							

COMPLETE IF CASUALTIES NOT IN MOTOR VEHICLE

PEDESTRIAN, BICYCLIST, ETC.	CASUALTY NAME <small>Show Last Name First</small>	CASUALTY ADDRESS	AGE	SEX	INJURY CODE
13					
14					

DISPOSITION OF KILLED AND INJURED

ITEM NUMBERS	TAKEN TO	BY

IF AMBULANCE USED SHOWN	Time Ambulance Driver Notified _____	Time Arrived at Scene _____	Number of Ambulance Attendants incl. Driver _____
----------------------------	---	-----------------------------------	--

CITY OF WICHITA POLICE DEPARTMENT				PAGE NO. 1 CASE NUMBER		SUFFIX	
2. TIME NOTIFIED		3. REPORTED OFFENSE / EVENT				4. DATE OCCURRED	
5. TIME ARRIVED		6. OFFENSE / EVENT AFTER INVESTIGATION				7. TIME OCCURRED	
9. BACK IN SERVICE		10. LOCATION (NSR - DIR - STREET NAME - TYPE - APT #)				11. TYPE LOCATION	
13. COMPLAINANT BUS. <input type="checkbox"/> IND. <input type="checkbox"/>		14. BUS. PHONE				15. RES. PHONE	
16. COMPLAINANT'S ADDRESS		17. RACE				18. SEX	
20. SSN		21. DEN (NUMBER - STATE)				22. HAIR	
						23. EYES	
						24. HEIGHT	
						25. WEIGHT	
26. PERSON REPORTING OFFENSE / EVENT		27. ADDRESS (NSR - DIR - STREET NAME - TYPE - APT. #)					
28. SSN		29. DEN (NUMBER - STATE)				30. CITY - STATE - ZIP	
31. RACE		32. SEX		33. DOB		34. HAIR	
						35. EYES	
						36. HEIGHT	
						37. WEIGHT	
						38. BUS. PHONE	
						39. RES. PHONE	
V1. COLOR		V2. YEAR		V3. V. G.		V4. MODEL	
V5. BODY STYLE		V6. VEHICLE LICENSE NBR. (YR - STATE - NBR)		V7. VIN		V8. TYPE OF VEHICLE	
V9. LIC. NBR - VIN CHECKED		V10. IMPOUNDED REASON		V11. RECD. REASON		DANGER INDICATOR	
						A. NOT KNOWN	
						B. DANGEROUS	
						C. POTENTIALLY	
V12. TOWED BY:		V13. STORAGE LOCATION		V14. THEFT JURISDICTION		V15. DRIVEABLE	
						V16. EST. VALUE	
V17. RECOVERY JURISDICTION		V18. DRIVEABLE		V19. EST. VALUE		V20. RECOVERY LOCATION	
						V21. DATE	
						V22. TIME	
						V23. RECD. OFFICER (SSN)	
V24. OWNER NOTIFIED BY:		V25. DATE		V26. TIME		V27. RELOCATION	
						V28. PROPERTY IN	
						V29. VEHICLE'S LAST DRIVER	
						V30. LIEN - HOLDER - FINANCE CO.	
						V31. PHONE NO.	
V32. IMPOUND & REPRO. CHECKED?		V33. PAYMENTS CURRENT		V34. ADDRESS (NSR - DIR - STREET NAME - TYPE - APT. # - CITY - STATE - ZIP)			
V35. OTHER IDENTIFYING MARKS (DAMAGE, DECALS, ETC.)							
B1. COLOR		B2. BRAND NAME		B3. MFG. ID. SERIAL NUMBER		B4. ST. GRS	
B5. SIZE		B6. TIRES		B7. FENDERS		B8. SEAT	
B9. BASKET		B10. HANDED BARS		B11. GRIPS		B12. SPEED	
B13. BRAKES		B14. VALUE		B15. OTHER ACCESSORIES & ID. MARKS			
C1. ARREST		C2. CLEARED BY ARREST AND RECOVERY		C3. CLEARED BY PARTIAL RECOVERY		C4. PROPERTY TURNED IN TO	
C5. PROPERTY RETURNED		C6. CHARGES FILED		C7. EXCEPT. CHARGED		C8. REACTIVATED	
C9. FURTHER ACTION REQUIRED		C10. DAILY REPORT		C11. NOTICE - LOCAL		C12. COPIES TO - SOV	
C13. PAWN SHOPS CHECKED		C14. DATE		C15. DATE		C16. DATE	
SIGNATURE OF INVESTIGATING OFFICER		DATE		SIGNATURE OF APPROVING OFFICER		DATE	
SIGNATURE OF COMPLAINANT		DATE		CASE TRANSFERRED TO (SSN)		BY (DATE)	

PERSON RPT P3. <u>DANGER INDICATOR</u> 1. Armed & Dangerous <input type="checkbox"/> 2. Assaults Police <input type="checkbox"/> 3. Dangerous <input type="checkbox"/> 4. Mental <input type="checkbox"/> 5. Suicidal <input type="checkbox"/> 6. Drugs <input type="checkbox"/>		P1. NAME (LAST, FIRST, MIDDLE & SUFFIX)			P2. SUSPECT <input type="checkbox"/> COMPANION <input type="checkbox"/> WANT/WARRANT <input type="checkbox"/> MISSING <input type="checkbox"/>		
		P4. ALIAS			P5. RACE	P6. SEX	P7. DOB / /
		P8. ADDRESS (NBR-DIR-STREET NAME-TYPE-APT #)			P9. CITY-STATE-ZIP		
		P10. HEIGHT	P11. WEIGHT	P12. HAIR	P13. EYES	P14. MILITARY	P15. PLACE OF BIRTH
P16. SSN		P17. DLN (NUMBER-STATE)		P18. MISC. NUMBER 1		P19. MISC. NUMBER 2	
P20. SCARS/MARKS		P21. LAST SEEN AT:			P22. DATE / /	P23. TIME	
P24. PROBABLE DESTINATION		P25. METHOD OF TRAVEL		P26. ACCOMPANIED BY:		P27. PHOTO ATTACHED <input type="checkbox"/>	
P28. CLOTHING DESCRIPTION						P29. CAUSE OF ABSENCE	

PERSON RPT P32. <u>DANGER INDICATOR</u> 1. Armed & Dangerous <input type="checkbox"/> 2. Assaults Police <input type="checkbox"/> 3. Dangerous <input type="checkbox"/> 4. Mental <input type="checkbox"/> 5. Suicidal <input type="checkbox"/> 6. Drugs <input type="checkbox"/>		P30. NAME (LAST, FIRST, MIDDLE & SUFFIX)			P31. SUSPECT <input type="checkbox"/> COMPANION <input type="checkbox"/> WANT/WARRANT <input type="checkbox"/> MISSING <input type="checkbox"/>		
		P33. ALIAS			P34. RACE	P35. SEX	P36. DOB / /
		P37. ADDRESS (NBR-DIR-STREET NAME-TYPE-APT #)			P38. CITY-STATE-ZIP		
		P39. HEIGHT	P40. WEIGHT	P41. HAIR	P42. EYES	P43. MILITARY	P44. PLACE OF BIRTH
P45. SSN		P46. DLN (NUMBER-STATE)		P47. MISC. NUMBER 1		P48. MISC. NUMBER 2	
P49. SCARS/MARKS		P50. LAST SEEN AT:			P51. DATE / /	P52. TIME	
P53. PROBABLE DESTINATION		P54. METHOD OF TRAVEL		P55. ACCOMPANIED BY:		P56. PHOTO ATTACHED <input type="checkbox"/>	
P57. CLOTHING DESCRIPTION						P58. CAUSE OF ABSENCE	

40. NUMBER OF OFFENDERS		41. JUVENILE PERP YES <input type="checkbox"/> NO <input type="checkbox"/> UNK <input type="checkbox"/>	42. JOV. PERP NUMBER	43. OFFENDERS RELATIONSHIP TO COMP. Relative <input type="checkbox"/> Acquaintance <input type="checkbox"/> Stranger <input type="checkbox"/>	
44. CAN COMPLAINANT IDENTIFY OFF. YES <input type="checkbox"/> NO <input type="checkbox"/>		45. MAJOR VICTIM/OBJECT OF ATTACK		46. NATURE OF INJURIES/WHERE ON BODY	
47. VICTIM TO HOSPITAL-WHERE		48. TOOL-INST-WEAPON USED		49. METHOD USED	
51. BLDG POINT OF ENTRY		52. BLDG POINT OF EXIT		53. NBR ARTICLES SEEN Stolen <input type="checkbox"/> VALUE	
54. OWNER'S VALUE		55. WFPD VALUE			
56. MODUS OPERANDI (1)		57. MODUS OPERANDI (2)		58. MODUS OPERANDI (3)	
59. CID NOTIFIED (NAME)		60. MEDICAL EXAMINER (NAME)		63. OFFENSE TYPE 1. FELONY <input type="checkbox"/> 2. MAJOR MISD. <input type="checkbox"/> 3. MINOR MISD. <input type="checkbox"/> 4. TRAFFIC <input type="checkbox"/> 5. SERVICE <input type="checkbox"/> 9. OTHER <input type="checkbox"/>	
61. PHOTOS BY (NAME)		62. PRINTS BY (NAME)			

CITY OF WICHITA FALLS, TEXAS POLICE DEPARTMENT			ARTICLE SUPPLEMENT TO INVESTIGATION REPORT		3.COMPLAINANT					1.CASE NUMBER SUFFIX														
					4.TELEPHONE NUMBER					2.DATE: / /														
* 5. PROP CLASS			6. DANGER I.C.	7. COMMON ARTICLE NAME	8. SERIAL NUMBER	9. MANUFACTURER AND MODEL	10. COLOR(S)	11. CALIBER	12. OWNERS VALUE	13. WFTB'S VALUE	14. STOLEN LOST ACQD	15. ACQ CODE	16. HOLD REL	17. REASON FOR HOLD	18. STORAGE LOC.									
1.																								
2.																								
3.																								
4.																								
5.																								
6.																								
7.																								
8.																								
9.																								
10.																								
11.																								
12.																								
13.																								
14.																								
15.																								
16.																								
17.																								
18.																								
INVESTIGATING OFFICER (SIGNATURE & SSN.)					ACQUISITION CODE 1-FOUND 2-RECOVERED 3-CONFISCATED 4-IMPOUNDED 5-REPOSSESSED					DANGER INDICATOR 1-NOT KNOWN 2-DANGEROUS 3-POTENTIALLY DANGEROUS 4-OTHER					PROPERTY CLASS A-CURRENCY B-SECURITIES C-JEWELRY D-FURS E-CLOTHING F-OTHER PERS. G-ACCY H-AUTO ACCST. I-CAMERA J-EQUIP K-OPTICAL L-RADIO T.V. M-HOUSEHOLD N-APPL. O-OFFICE EQUIP P-MUSICAL INSTR. Q-GUNS/WPNS R-SPORTING EQUIP S-MACHINERY TOOLS T-ANIMALS U-OTHER					CASE NO. SFX				
APPROVING OFFICER (SIGNATURE)					DATE / /					CODED					KEYED									
PAWN SHOPS & (INTLS.) 2ND HAND DLRS CK.																								

LAST NAME		FIRST NAME		MIDDLE NAME		DOCKET NO.		CASE NO.		
ALIAS (OTHER THAN NAME USED)						RACE	SEX	AGE	HEIGHT	WEIGHT
ADDRESS (NO. DIR. STREET TYPE APT. CITY STATE ZIP)						HAIR	EYES	DOB		
SOCIAL SECURITY NO.		DLN NUMBER		STATE	YEAR	MISC. NO. (S)				
FBI NO.		DPS NO.		WFPD NO.						
SCARS AND MARKS					CLOTHING DESC.					
LOCATION ARRESTED					TYPE LOCATION		TIME ARRESTED		DATE ARRESTED	
OFFENSE(S)					WARRANT NO.		OFFENSE CODE		TYPE OFFENSE	
ARRESTING OFFICER (INTL AND SS #)					BOOKING OFFICER (INTL AND SS #)					
ARRESTING OFFICER (INTL AND SS #)					VEH. IMPOUND		OTHER ARTICLES		CASH	
VEH. COLOR	VEH. MAKE	VEH. TYPE	VEH. LIC. (YR. STATE NO.)		IN		OUT			
RELEASED/TRANSFERRED TO										
RELEASED/TRANSFERRED BY			TIME	DATE						
CITY OF WICHITA FALLS POLICE DEPARTMENT ARREST FORM						RIGHT INDEX		RIGHT INDEX		

[illegible]

CITY OF WICHITA FALLS, TEXAS

PREMISE CHECK REQUEST

POLICE DEPARTMENT

POLICE BEAT: _____

REQUEST DATE: _____

Mo Dy Yr

ADDRESS: _____

Apt #:

Premise Nr.

Dir.

Street Name

Type

TO BE CHECKED FROM: _____

Mo

Dy

Yr

TO: _____

Mo

Dy

Yr

NOTE: TIME CANNOT EXCEED 30 DAYS

OWNER/REQUESTOR: _____

Last Name

First Name

Middle Name

Sfx

(If premise is

Non-residential complete) COMPANY NAME: _____

CONTACT: _____

Last Name

First Name

Middle Name

Sfx

ADDRESS: _____

Premise Nr.

Dir.

Street Name

Type

Sfx

Apt #:

City

State

Zip

Res. Phone: _____

Bus. Phone: _____

Long Distance Calls Collect.

REMARKS: _____

WICHITA FALLS POLICE DEPARTMENT

COMPLAINT REPORT

COMPLAINT NO. _____

OFFENSE _____	LOCATION _____
COMPLAINANT _____	ADDRESS _____
TIME COMMITTED _____ A.M. P.M. DATE _____	PROPERTY ATTACKED _____
REPORTED BY _____	_____
ADDRESS _____	_____
PHONE: BUS. _____ RESIDENCE: _____ A.M. P.M. DATE _____	HOW ATTACKED _____
OFFICER ASSIGNED _____	_____
REPORTED TO _____	TOTAL VALUE OF PROPERTY STOLEN \$ _____
ARRESTED _____	OUR VALUE OF PROPERTY STOLEN \$ _____
ARRESTED _____	VALUE OF PROPERTY RECOVERED \$ _____
ARRESTED BY _____	RECOVERED _____
DATE _____	BY _____ DATE _____

REPORT APPROVED BY: _____ REPORT SUBMITTED BY: _____

I hereby acknowledge receipt of the above recovered articles delivered to me

(Signature)

I, the undersigned attorney of the Wichita County Bar Association agree that if the person being held for a misdemeanor offense is released to me at the time set out below, I will have said person in the County Attorney's office at 9:00 a.m. of the first weekday following his release, or will present to the County Attorney at that time a misdemeanor bond which has been perfected for the sum of \$750.00.

Defendant

Date

Time

Offense

Signature of Attorney

Released by
Wichita Falls Police Department

APPENDIX VI

JOB DESCRIPTIONS

SENIOR CLERK TYPIST

Definition

Under direction, to perform a wide variety of difficult clerical and typing tasks; and to do related work as required.

Distinguishing Characteristics

The Senior Clerk Typist class is distinguished within the series by being the highly skilled, specialist, or supervising level. Duties are of a complex nature involving technical functions within the subject area. Employees must have sufficient knowledge to be a primary reference source, to assist in the resolution of difficult problems, and to plan and conduct the functions with a high degree of independent judgment. Employee must be an accurate typist with highly developed clerical skills.

Examples of Duties

Composes correspondence in conformance with departmental and City policies; gathers and interprets data in preparing reports; sets up and types complex statistical tables and reports; types letters and other materials; coordinates clerical procedures between departments and divisions; collects information from a variety of sources and compiles data for special and periodic reports; makes appointments; interprets departmental and City policies and procedures for employees; performs a variety of duties involving the keeping and checking of records and accounts; sets up and maintains complex filing systems; performs complex computations; maintains inventories; assists in the development of office procedures; operates a variety of office machines.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school and three years of progressively responsible clerical and typing experience.

Knowledge and Abilities: Knowledge of office methods, and clerical and financial record keeping procedures; knowledge of filing systems and of the operation of standard office machines; ability to interpret and apply policies and procedures; ability to make accurate comparisons and computations; ability to establish and maintain effective public relations; ability to locate, classify and interpret a variety of statistical and related information; ability to direct the work of others; ability to type from clear copy at a rate of 60 words per minute.

SENIOR CLERK STENOGRAPHER

Definition

Under direction, to perform a wide variety of difficult clerical and stenographic work; to take and transcribe difficult and varied dictation; and to do related work as required.

Distinguishing Characteristics

This class differs from the class of Intermediate Clerk Stenographer in that the duties and responsibilities are more concerned with serving the secretarial needs of an administrative official than in performing general stenographic and clerical tasks related to a department function or service. The employee must have sufficient knowledge to be a primary reference source, to handle the more difficult problems, and to plan and conduct the functions, exercising a high degree of independent judgment.

Examples of Duties

Takes and transcribes dictation and types a variety of documents, technical and statistical reports, data for publication and other material where knowledge of format and presentation is necessary; answers correspondence independently; reviews and checks records, forms and other documents for accuracy, completeness and conformance to rules and regulations; posts a wide assortment of information to records; collects information from a variety of sources and compiles data for special and periodic reports; makes appointments; arranges committee meetings; takes and transcribes meeting minutes; interviews visitors; interprets departmental and City policies and procedures for employees and for the public; sets up and supervises the maintenance of filing systems; coordinates clerical procedures between divisions; assists in the development of office procedures; may assign, coordinate and review the work of clerical personnel; operates a variety of office machines.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school and three years of experience in progressively responsible clerical and stenographic work.

Knowledge and Abilities: Knowledge of office practices and procedures; ability to interpret and apply policies and procedures; ability to set up complex forms and statistical tables; ability to type accurately at a speed of 60 words per minute and to take dictation at the rate of 80 words per minute; skill in grammar, punctuation and spelling; ability to work independently in the absence of specific instructions.

POLICE SERGEANT

Definition

Under direction, to supervise and to participate in field patrol work or criminal investigation on an assigned shift; and to do related work as required.

Examples of Duties

Assigns and supervises the work of police officers engaged in patrolling an assigned area in the enforcement of law and the prevention of crime or disorder; visits the scenes of crimes, emergencies or accidents to assist and supervise the patrolmen; personally handles the more difficult complaints and problems; instructs subordinates in police patrol work and related law enforcement problems; receives and evaluates complaints; receives and books prisoners; may instruct subordinates in the care, training and use of dogs for patrol work; may supervise work of administrative unit in the control of budget, inventory, supplies, vehicle maintenance and building maintenance, or in the conduct of personnel training and evaluation of officer candidates; receives assignments to investigate violations of Federal, State and local laws; when assigned, takes charges of difficult and important criminal cases requiring investigation alone or with a subordinate; collects and preserves evidence; may operate polygraph; apprehends and arrests law violators; interrogates witnesses and prisoners, appears in court to present evidence collected; assists in preparing complaints and warrants; handles correspondence regarding cases assigned; may specialize in such work as with juvenile offenders and participate, along with other agencies, in preventive programs.

Employment Standards

Education and Experience: Graduation from high school (or G.E.D. Certificate and 15 semester hours from an accredited college), and two years as a police officer.

Knowledge and Abilities: Knowledge of criminal law, investigation, and crime prevention methods; knowledge of the rules of evidence and the laws governing the custody of persons; knowledge of the capabilities and limitations of operating units in the department and the ability to deploy personnel effectively, direct them in their work and advise on technical police problems of investigation and arrest; knowledge of police records; ability to analyze law enforcement problems and adopt effective programs for action; ability to plan and coordinate the work of subordinates; ability to prepare accurate and comprehensive reports.

POLICE RECRUIT

Definition

Under immediate supervision, to receive formal instruction and training in police tactics and procedures, in police departmental rules, policies, and regulations, and in local, State, and Federal laws; and to do related work as required.

Examples of Duties

Attends classroom and laboratory instructional sessions regarding the application of law enforcement and crime detection techniques; attends training in the development and maintenance of physical abilities and in arts of self-defense and physical restraint; receives instruction in marksmanship and in the operation of motor vehicles; receives instruction in citizenship and responsibility as a representative of the law and as a civil employee; may assist, through practical application, in the performance of routine police officer duties.

Employment Standards

Education and Experience: Graduation from high school (or G.E.D. Certificate and 15 semester hours from an accredited college).

Knowledges and Abilities: Ability to observe situations analytically and objectively; ability to react quickly and calmly in emergencies; ability to develop skills in the use and care of firearms and motor vehicles; ability to follow oral and written instructions; ability to speak and write clearly and concisely; physical agility; ability to meet age, weight, height and physical standards.

POLICE OFFICER

Definition

Under direction, to patrol an assigned beat in the enforcement of law and order; to carry out assignments in the protection of life and property and in the investigation of criminal acts; and to do related work as required.

Examples of Duties

Operates an automobile in patrolling an assigned area for the prevention of crime and enforcement of laws and regulations; responds to radio messages or telephone instructions and appears at scenes of disorder or crime; notes and reports traffic hazards; investigates and prepares reports on accidents, criminal offenses and damages to property; makes arrests; prepares reports on arrests and property impounded; directs traffic; appears in court on and off duty as the arresting officer; transports prisoners; investigates complaints; may groom, care, and train dogs for police work; may answer burglary, prowler and crowd riot calls where dogs can be of special service; reports abandoned or damaged vehicles; serves subpoenas; provides escort or guard services for parades, funerals, or public meetings; participates in training conferences and programs and practices the use of firearms; observes and reports conditions conducive to crime; occasionally relieves a superior officer and acts for him; supervises the custody and work of prisoners; takes prisoners to court; assists in receiving, searching, booking, fingerprinting and supervising prisoners; answers inquiries; keeps records and prepares reports.

Employment Standards

Education and Experience: Graduation from high school (or G.E.D. Certificate and 15 semester hours from an accredited college), and successful completion of the training course of the Wichita Falls Police Academy.

Knowledge and Abilities: Ability to read and understand departmental policies, rules, instructions, laws, regulations and police literature, together with an aptitude for law enforcement work; ability to analyze situations and adopt a quick, effective and reasonable course of action; ability to write clear and accurate reports; ability to understand and follow oral directions; ability to drive an automobile; ability to learn the use and care of small firearms; keen observation and ability to remember names, faces and details of incidents.

POLICE CHIEF

Definition

Subject to administrative determination of policy, to plan and direct the work of the City Police Department; and to do related work as required.

Examples of Duties

Plans, organizes and directs the department in the maintenance of law and order, the protection of life and property, the regulation of traffic, the apprehension, arrest and detention of law violators, and the maintenance of police records and jail facilities; determines policies to be followed by personnel in the department with respect to public relations, enforcement of laws and ordinances, vice control and suppression, traffic control and regulations, patrol and policing of public areas, regulations and inspections of police enforced licenses, and cooperation with other law enforcement agencies; confers with City officials, civic groups and citizens on law enforcement problems; assists in the development of regulatory ordinances and laws regarding public safety; analyzes budgetary problems within the department and prepares an annual budget for consideration; serves as Chairman of Police Applicant Review Board; determines personnel policies and broad training requirements and makes decisions on all appointments, promotions, dismissals and disciplinary actions made in the department; consults with division heads and advises on departmental problems; supervises special studies and the preparation of comprehensive reports.

Employment Standards

Education and Experience: Graduation from high school (or G.E.D. Certificate and 15 semester hours from an accredited college), supplemented by extensive study in police science and administration and five years of responsible supervisory experience in a municipal police department.

Knowledge and Abilities: Knowledge of municipal police administration and organization; knowledge of the technical and operating principles, practices and problems of law enforcement and crime prevention activities; knowledge of police requirements and limitations on police authority; knowledge of the laws governing custody of persons, search and seizure, and the rules of evidence; ability to plan, assign and coordinate the work of varied divisions within a city police department; ability to analyze police problems and to plan policies and procedures; ability to command the respect of subordinate police officers and to assign, direct and evaluate their work; ability to maintain favorable working relations with City officials, the officials of other jurisdictions and the general public.

POLICE LIEUTENANT

Definition

Under direction, to assume command of law enforcement patrol operations during a shift; to supervise the operations of a special unit of the police department; and to do related work as required.

Examples of Duties

Assigns and directs the work of subordinate officers on shift; receives and reads or prepares and transmits communications, instructions and policy to officers as directed; determines need for police action and directs and assists subordinates in handling problems; assists in the supervision and inspection of the work of officers in the field; reviews the work of officers upon completion and by review of their reports; gives instructions to special details; assumes responsibility for the division in the absence of a superior officer.

Assists in directing activities of the Detective Division; assumes immediate charge of the operations and personnel assigned to the prevention or investigation and disposition of cases involving felonies and other violations of the law; assigns and directs the work of subordinate investigation officers; prepares confidential reports regarding crime conditions.

Assigns and directs the work of subordinate officers attached to the Narcotics, Intelligence and Organized Crime Control Division.

Assigns and supervises the work of personnel in the identification and criminal record bureau; supervises the fingerprinting and photographing of prisoners, persons wanted by other agencies, and persons complying with City ordinances; instructs subordinate personnel in procedures and methods of latent fingerprint work, comparison, search and file procedures and crime investigation including photographic procedures; prepares evidence for court presentation; supervises filing of identification records and reports; supervises the operation of the Police Department radio communications center and the City's main telephone switchboard; prepares periodic and special reports.

Employment Standards

Education and Experience: Graduation from high school (or G.E.D. Certificate and 15 semester hours from an accredited college), supplemented by formal training courses in police science and administration and at least four years of experience as a police officer, including at least two years as a sergeant.

Knowledge and Abilities: Knowledge of police administration together with the ability to effectively deploy and review the work of officers and special investigational details;

Police Lieutenant - 2

knowledge of criminal law and investigation and crime prevention methods; knowledge of the causes, prevention and control of delinquency; knowledge of modern criminal identification and record methods and procedures; knowledge of the rules of evidence and of the laws governing the custody of persons; ability to analyze law enforcement problems and plan and supervise solutions; ability to plan and coordinate the work of a number of subordinate police officers; ability to lead and train men; ability to prepare accurate and comprehensive reports; ability to establish and maintain effective working relationships with subordinates, other officials and the public.

POLICE CAPTAIN

Definition

Under direction, to command a major division of the Police Department to assist in directing the law enforcement policies and activities of the City; and to do related work as required.

Examples of Duties

Plans and directs the work of the Patrol Division; receives, reads, prepares and transmits communications, instructions and policy to officers; reviews uniform division police reports and evaluates against required standards; receives complaints or reports of emergencies, determines need for police action and directs subordinates in handling problems; confers with Chief on general departmental policies and procedures and makes recommendations for improvements; meets with City officials and civic groups to discuss traffic and safety problems; supervises police training school; prepares special reports on police activities.

Plans and supervises the operation of the Detective Division; directs police personnel in the prevention of crime, investigation and solution of criminal cases, and apprehension of offenders; receives reports of investigations and initiates improvements in operating procedures; reviews and evaluates correspondence, evidence and information received in the division and determines needed action; supervises investigation of major crimes; directs the Juvenile Division in a program of preventing and handling cases of juvenile crime and offenses against children; cooperates with other law enforcement agencies in the apprehension of criminals; prepares periodic reports on the activity of the Division.

Employment Standards

Education and Experience: Graduation from high school (or G.E.D. Certificate and 15 semester hours from an accredited college), supplemented by extensive study in police science and administration, and six years of experience in a police department, including two years as a lieutenant.

Knowledge and Abilities: Knowledge of the principles of modern police administration and of accepted practices and procedures of police science; knowledge of proper and effective methods in deploying police officers in accordance with actual and anticipated emergencies; knowledge of criminal law with particular emphasis on the apprehension, arrest and prosecution of law violators; ability to analyze and interpret police problems and criminal evidence; ability to instruct and advise subordinates in all pertinent phases of law enforcement and police procedures; ability to plan, assign and coordinate the work of a number of subordinate police officers; ability to establish and maintain effective public relations.

MICROFILM TECHNICIAN

Definition

Under supervision, to conduct a Microfilming process whereby sensitive data can be sorted, prepared, filmed and arranged in sequence for retrieval; and to do related work as required.

Examples of Duties

Operates and maintains various microfilm equipment such as electrically powered rotary recording cameras, planetary cameras, film processors, jacket reader/fillers, film reader/printers, film printer/processors and associated gauges and instruments necessary for microfilming operations; maintains inventory control and storage of microfilm supplies; sorts and prepares material for filming; sorts, alphabetizes or places in numerical sequence, indexes with color or notch codes, and films in proper sequence, microfilm for retrieval and operates standard office equipment.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school and one year experience in microfilm processing.

Knowledge and Abilities: Knowledge of operating methods of Microfilm and photographing equipment; ability to follow oral and written directions; ability to type accurately; clerical and filing aptitude; ability to establish and maintain effective relations with others.

JANITOR FOREMAN

Definition

Under general supervision, to supervise and participate in the work of janitorial employees engaged in cleaning City buildings and facilities; and to do related work as required.

Examples of Duties

Checks work areas to see that all assignments are filled, and that proper equipment, material and supplies are available; instructs employees regarding proper use of equipment, right amount of cleaning materials and their use, and that safety practices are followed; inspects work areas for proper cleaning and directs and assists in the moving of furniture and in other work as needed; inspects equipment for proper condition; requests and issues supplies and keeps records of supplies and of work completed; performs janitorial work in designated areas.

Employment Standards

Education and Experience: Any combination equivalent to graduation from the eighth grade and two years of experience in janitorial work.

Knowledge and Abilities: Knowledge of the methods, materials, and equipment used in janitorial work; ability to supervise the work of others; ability to instruct new employees; ability to carry out written and oral directions; ability to maintain harmonious working relationships with others.

JANITOR

Definition

Under supervision, to keep an assigned building or building area and surrounding premises clean and orderly; and to do related work as required.

Examples of Duties

Sweeps, scrubs and waxes floors; dusts and polishes furniture, woodwork, shelves, etc.; replenishes supplies; empties and cleans waste receptacles; washes windows and walls; assists in moving and arranging furniture, supplies and equipment; cleans restrooms; tends heating equipment; turns out lights and locks doors and windows; changes light bulbs; maintains equipment and materials used in this work; does minor repair work; may mow and water grounds around public buildings.

Employment Standards

Education and Experience: Any combination equivalent to completion of the eighth grade.

Knowledges and Abilities: Knowledge of the methods, materials and equipment used in janitorial work; ability to understand and follow oral and written instructions; ability to do manual work.

INTERMEDIATE CLERK TYPIST

Definition

Under supervision, to do varied clerical work of average difficulty; to type from a variety of sources; and to do related work as required.

Distinguishing Characteristics

The Intermediate Clerk Typist class is the journeyman level of the series. Duties may be standardized but require the exercise of independent judgment in interpretation and application of standard practices and procedures or in modification of existing methods to complete assignments. The employee in this class must possess sufficiently developed speed typing and clerical skills to handle all but the most complex matters.

Examples of Duties

Checks forms, records, reports, applications and other materials for accuracy, completeness and conformity with established procedures; makes routine follow-up to secure required additional information; types letters and other material from rough drafts, marginal notes or verbal instructions; posts a variety of information from standardized media to various types of control records; maintains files where discretion is involved in assigning items to their proper place; composes routine correspondence; notifies other employees and members of the public of routine actions; assembles information from various sources for records and reports; prepares departmental payroll records; computes and extends figures; answers inquiries about routine procedures and policies; maintains inventories and mailing lists; orders supplies; interviews applicants to determine need and eligibility for service and to establish charges where standards are clear and fixed; collects fees and prepares invoices; operates standard office appliances.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school and one year of clerical and typing experience.

Knowledges and Abilities: Knowledge of office procedures and practices; ability to do clerical work involving the use of independent judgment and requiring speed and accuracy; ability to make arithmetical computations; ability to type from clear copy at the rate of 50 words per minute; ability to meet the public effectively.

INTERMEDIATE CLERK STENOGRAPHER

Definition

Under supervision, to take and transcribe dictation; to do general typing and clerical work of average difficulty; and to do related work as required.

Distinguishing Characteristics

The Intermediate Clerk Stenographer is primarily distinguished within the series by being the journeyman experienced class. The employee at this level is given assignments largely determined by the flow of work for performance without specific instructions. Work methods normally require a moderate amount of independent judgment for interpretation and application of procedures and precedents to specific cases. The employee may perform secretarial duties for the supervisor.

Examples of Duties

Takes and transcribes dictation of correspondence, memoranda, reports and other material; types from rough draft, copy, dictating machines, marginal notes or verbal instructions; performs clerical work requiring the use of independent judgment and the interpretation of established policies and procedures; checks and reviews a variety of data for accuracy, completeness and conformance to established standards; interprets departmental standards for other employees and for the public; issues permits and licenses; makes appointments and arranges meetings; records transactions for minutes; collects and interprets data for records and reports; prepares and checks payrolls; makes arithmetical calculations; posts and makes entries in account books and other records; maintains mailing lists, files and card indexes; composes routine correspondence; operates standard office equipment.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school, including or supplemented by courses in typewriting and shorthand and one year of experience in clerical and stenographic work.

Knowledge and Abilities: Knowledge of office practices and procedures; knowledge of correct punctuation, spelling and grammatical usage; ability to do clerical work requiring the use of independent judgment; ability to type at a rate of 50 words per minute and to take shorthand at the rate of 70 words per minute; ability to meet the public effectively.

INTERMEDIATE CLERK

Definition

Under supervision, to do varied clerical work of average difficulty; and to do related work as required.

Distinguishing Characteristics

The clerk series differs primarily from the Clerk Typist series in that speed typing skills are not required. The Intermediate Clerk class is the journeyman level of this series. Duties necessitate the exercise of independent judgment in interpretation and application of standard practices and procedures or in the modification of existing methods. Employees in this class should be capable of assisting in the orientation and on-the-job training of other employees. Typing tasks may be assigned but speed is not a requirement.

Examples of Duties

Meets the public, accepts payment of fees and explains regulations; maintains a variety of forms and records containing information from different sources; reviews forms and records for accuracy and completeness; verifies unusual entries; revises files and procedures in accordance with new methods; codes and classifies information in accordance with known practices; makes computations that may involve several arithmetic processes; prepares departmental payroll records; reviews invoices and prepares statements for payment; posts and makes entries in account books and other records; may check books in and out and assist patrons in the use of library materials; operates standard office equipment including adding machines, calculators and typewriter; gathers, compiles and summarizes data and information; answers telephone.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school and one year of experience in clerical work.

Knowledge and Abilities: Knowledge of office procedures and practices; ability to do clerical work involving the use of independent judgment and accuracy; ability to compare names and numbers and make arithmetical calculations with speed and accuracy; ability to operate standard office machines; ability to meet the public effectively.

DISPATCHER-CLERK

Definition

Under general supervision, to operate a PBX switchboard and emergency radio console during an assigned shift; and to do related work as required.

Examples of Duties

Operates a radio console, receiving and transmitting voice radio messages that frequently involve emergencies affecting human welfare or safety; operates a PBX switchboard receiving and transmitting telephone messages; looks up and transmits requested information; relays messages by radio or telephone; maintains log of radio calls received and transmitted; gives general information to the public and refers calls to proper offices; maintains log indicating location and status of emergency personnel and equipment; types and maintains file reports.

Employment Standards

Education and Experience: Any combination equivalent to graduation from high school and one year of experience in the operation of a voice radio transmitter or telephone switchboard.

Knowledge and Abilities: Ability to qualify for a restricted radio telephone operator's permit issued by the Federal Communications Commission; ability to think clearly and act effectively in emergency situations; ability to speak clearly and concisely; ability to type and perform clerical work of average difficulty.

END