



**Assessment of
The Village of Mamaroneck Police Department
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I. Introduction

The Bratton Group, LLC was engaged by the Mamaroneck Board of Trustees to conduct an organizational and operational assessment of the Mamaroneck Police Department. This study took place in the context of more than five years of legal disputes and a series of lawsuits filed against the village, the department and its personnel. The Bratton Group study did not address specifically any of the lawsuits, past or pending. We would assert, however, that these lawsuits, and the costly settlements in some of the cases, have engendered the false impression that the Mamaroneck Police Department is in serious disarray.

We found otherwise. This is a department where the vast majority of police officers and supervisors are committed to serving the Mamaroneck community and a department that performs its central policing functions effectively and efficiently. Chief Edward Flynn is a competent police professional who has always sought to improve, professionalize and modernize the Mamaroneck Police Department during his 14-year tenure as chief. He is a 34-year veteran of the department and a village resident who is proud of his police officers and their work and is strongly committed to serving the village. He continues to look for ways to increase professionalism and opportunities in the department, including seeking accreditation for the department from New York State, a certification of excellence that is achieved by fewer than 25 percent of police departments in the state. He has never sought the limelight, and perhaps is not outspoken enough in the public arena, but his general competence as a police manager is unmistakable. While we believe there is room for improvement in some aspects of the department's organization, operations, and procedures, and this report will make recommendations in these areas, we have found that the department as a whole is well run.

Supervisors and police officers take a sense of pride in the department and in their work in the field. They deliver consistently good service and show genuine concern for the community they

serve. Although they have complaints about a range of issues concerning their work and their workplace, it is probably accurate to say that most Mamaroneck police officers would not want to be working anywhere else. Compared with many other police departments that the Bratton Group has assessed, the Mamaroneck Police Department does not have a significant morale problem.

The Mamaroneck Police Department is not the only police agency in Westchester County or nationwide to be subject to the kind of legal attacks that have hurt the department in recent years. Such suits have indeed become quite common, with police departments sued by citizens, on abuse-of-power and other civil rights grounds, and by their own officers, on a host of employment-related claims. Insurance companies are often the final arbiters of how these cases are settled, and no settlement, no matter how costly, can be taken as persuasive evidence that the original charges in any given case are true.

One of the more unfortunate aspects of the legal cases in Mamaroneck is that they have engendered an atmosphere of charge and counter-charge and of suspicion and distrust among the Police Department management, Police Department rank and file, the Board of Trustees and some village residents. The Bratton Group hopes that our report will help to defuse and dispel this atmosphere, which we believe to be entirely unwarranted. We also are making recommendations for more fully institutionalized and regular communication between the Chief of Police and the board to ensure that various complaints, grievances and suspicions are fully aired and addressed on a regular basis.

The Board of Trustees also serves as a Board of Police Commissioners. Their role in overseeing the police department is governed by a 1905 law (McKinney's Unconsolidated Laws, Section 5711-q Title 16, Chapter 9B, Special Provisions for Village Police Departments). This law

requires the Board of Police Commissioners to act as finders of fact in discipline cases, constraining the commission's interaction with the Chief and the department on active discipline cases. Yet, we believe that the board could be better informed and more actively aware of various personnel issues in the department without prejudicing its fact-finding role.

Communication and openness are of central importance to modern policing, and especially to community policing in a relatively small village. The days when a police department could perform its professional functions in isolation are long gone. The public expectation today is for an open and responsive police agency that not only enforces the law but also responds to a community consensus about how policing should be done. The colloquy between the Police Chief and the Board of Trustees, acting in their capacity as the village Board of Police Commissioners, is essential to establishing this consensus as day-to-day working reality.

The report is organized into six sections including this introduction. The other sections are as follows:

- Section II: *Organizational Structure*: Discussion of and recommendations for the Police Department's overall organization and reporting structure.
- Section III: *Community Service Division*: Discussion of and recommendations for organizing the patrol function and expanding patrol under the name of the Community Service Division to include all sworn and non-sworn patrol services. The Bratton Group recommends renaming the Patrol Division as the Community Service Division to more accurately reflect the mission of the Department which states in part: "We consider it our duty and privilege not only to protect our citizens from criminals, but also to respect, protect and defend the rights of all citizens and to perform our duties with honesty, zeal, courage, discretion, fidelity and sound judgment."

- Section IV: *Investigations Division*: Discussion of and recommendations for organizing and improving the investigation function.
- Section V: *Communications and Administrative Oversight*: Discussion of and recommendations for improving communication between the Board of Trustees and the Chief of Police, as well as communications within the department.
- Section VI: *Other Issues*: Discussion of and, where appropriate, recommendations for a variety of issues that were raised in the course The Bratton Group interviews and focus groups, including current authorized strength, the hiring process, department morale, the headquarters building, overtime, and the promotion process in the department.

The Bratton Group appreciates the opportunity to work with the Mamaroneck Board of Trustees, Chief Flynn and the men and women of the Mamaroneck Police Department to conduct this study. Chief Flynn and the department provided full cooperation. We hope our findings are useful to the village and the department as they work together to improve police service.

II. Organizational Structure

The current organizational structure of the Mamaroneck Police Department comprises four basic components: the Patrol Division, the Investigations Division, the Support Services Division and the Community Services Unit. The organization chart on page 6 shows the current structure. This chart reflects the Community Services Unit, which was recently established in July 2008 to oversee the department's youth officer, domestic violence officer and bicycle patrol.

The Patrol Division is overseen by a patrol lieutenant; the Investigations Division is overseen by a detective sergeant; the Community Services Unit is overseen by a newly appointed community services sergeant, and the Support Services Division reports to the department's Executive Lieutenant. The patrol lieutenant also reports to the Executive Lieutenant. The Executive Lieutenant, the detective sergeant, the community services sergeant and the training sergeant report directly to the Chief. Under this existing structure, the Executive Lieutenant is second in command. He outranks the patrol lieutenant and has broad, undefined responsibilities in all areas of the department.

The Bratton Group recommends several significant changes to this overall organizational structure. We see no need for an executive officer in a department of this size; nor do we see the logic of the patrol lieutenant reporting through the Executive Lieutenant to the Chief. In the interests of flattening the organizational structure and clarifying and defining areas of responsibility, The Bratton Group recommends assigning three lieutenants, all equal in rank, each of whom is assigned a specific area of responsibility, and all of whom report directly to the Chief.

The three broad areas of responsibility would be the Community Service Division, which would manage all uniformed patrol; the Investigations Division, which would manage the investigation of all serious crime, the tracking of sex offenders, and the coordination of the investigation of

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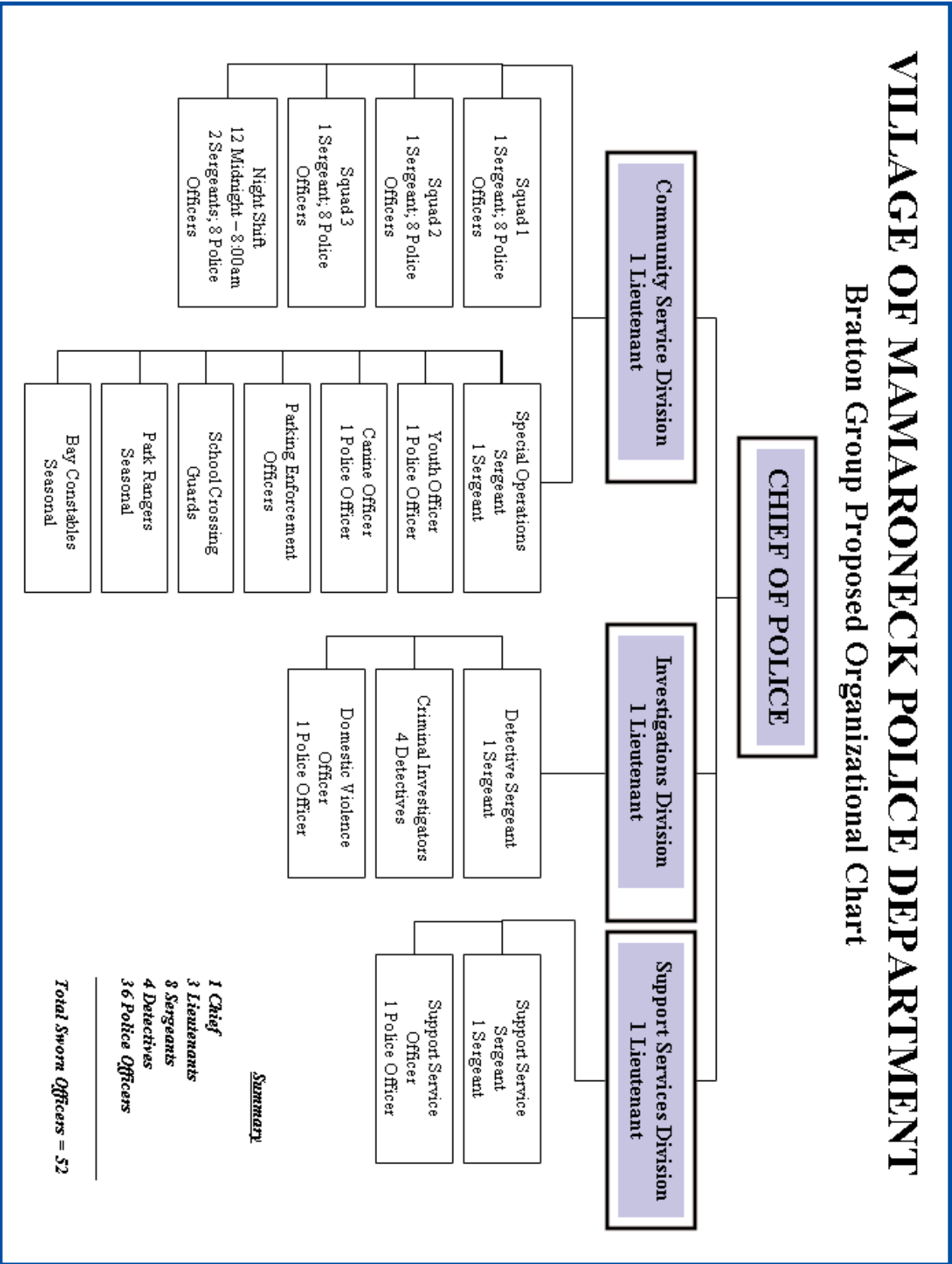


active warrants; and the Support Services Division, which would manage all administrative and support functions. This structure is shown on the Bratton Group proposed organization chart on page 8. The Bratton Group recommends renaming the Patrol Division as the Community Service Division to emphasize that the entire police department is dedicated to providing service to the community, not just an isolated Community Services Unit. Please note that the existing Community Services Unit would cease to exist, and its bicycle patrol and youth officer functions would be incorporated into the Community Service Division. We are not recommending the elimination of bicycle officers, but rather the distribution of at least two qualified, trained bicycle officers to each of the three rotating day and evening patrol squads. The domestic violence officer would become part of the Investigations Division.

The Executive Lieutenant function would be eliminated. When the Chief is not available because of vacation, training, or other extended absence from the department, he should designate an acting chief from among the three lieutenants. The Bratton Group recommends that the acting chief designation be rotated among all three lieutenants so that each has experience functioning as the chief. The current Executive Lieutenant, who receives a higher salary than the other lieutenants, should not be financially penalized by the change in status. The pay of the lieutenants should eventually be equalized by future pay raises.

The Support Services Division would manage all support functions in the department. Duties would include managing department equipment, including the vehicle fleet, radios and other technology, the headquarters facility, training, records management, payroll and scheduling, and department orders and the manual of procedure. The Support Services Division would be managed by a lieutenant assisted by a sergeant and one police officer. This division is critical to the success of the operational units in the department. It is responsible for ensuring that necessary equipment is purchased, installed, maintained and safeguarded. For example, this division would oversee the installation of mobile data terminals (computers in cars) capable of

Chart 1. Bratton Group Proposed Mamaroneck Organization Chart



providing accurate timely information to officers on patrol and of car-mounted cameras capable of recording interactions with citizens, both positive and negative. The Bratton Group was told that new cameras and mobile data terminals have been purchased and were awaiting installation by a local vendor, but as of the last week of October, the primary line cars were not yet so equipped.

A major function of the Support Services Division will be to guide the department through the New York State accreditation process. Although an increasing number of departments are seeking this professional certification, less than 25 percent of New York State law enforcement agencies are currently accredited. The NYS Law Enforcement Accreditation Program requires that departments meet 130 different performance standards in three categories. The Administrative section sets standards for such topics as agency organization, fiscal management, personnel practices and records. Training standards cover basic training and in-service instruction, as well as training for supervisors and specialized or technical assignments. Operations standards deal with such critical and potentially litigious topics as high-speed pursuits, roadblocks, patrol and unusual occurrences. Accreditation certifies the implementation of policies that are conceptually sound and operationally effective. It provides formal recognition to agencies that go through a rigorous process, including an on-site visit by an assessment team, to determine that the department meets the required standards of excellence. The benefits of accreditation include:

- Independent confirmation that policies comply with professional standards
- Assurance of fair recruitment, selection and promotion processes
- Diminished vulnerability to civil law suits and costly settlements
- Greater public confidence in the agency

Another important function of the Support Services Division is to identify, arrange and schedule appropriate training to support the department's mission and need.

General Organizational Recommendations

- Eliminate the Executive Lieutenant designation in the department. The current Executive Lieutenant, who receives a higher salary than the other lieutenants, should not be financially penalized by the change in status, although the pay of the lieutenants should eventually be equalized by future pay raises.
- Authorize the position of a third lieutenant. The three lieutenants would be equal in rank. Each would be assigned a specific and clearly defined area of responsibility. All would report directly to the Chief. The Chief could designate any of the three lieutenants in command during his absence or unavailability.
- The three areas of responsibility managed by the lieutenants would be the Community Service Division, which would manage all patrol functions, the Investigations Division, which would manage all investigative functions, and the Support Services Division, which would manage all administrative and support functions.
- Proceed, as planned, with the New York State accreditation process, providing certification of the department by New York State and diminished vulnerability to civil law suits and costly settlements.

III. Community Service Division

The current patrol division is staffed by three rotating squads, who cover the morning shift (8:00 am to 4:00 pm) and the evening shift (4:00 pm to 12 midnight). The three squads work five days on, two days off and five days on, three days off, providing 16-hour-a-day, seven-day-a-week, 365-day-a-year coverage. The squads rotate from morning to evening shifts in succession. There is a fourth fixed squad that covers the night shift (12 midnight to 8:00 am). A sergeant manages each of these squads.

Each of the three squads providing daily coverage (8:00 am to 12 midnight) is optimally staffed with seven people: a sergeant and six police officers, for a total of 21 people serving in all three squads. One police officer serves as the desk officer on each tour, and five are available for car patrol. Of course, at any given time, the optimum staff may be reduced by officers on vacation, out sick, or unavailable for other reasons such as training or court appearances.

The steady night shift is composed of nine officers and a sergeant. Allowing for regular days off, six police officers are available optimally for any given shift, with one officer serving as the desk officer and the other five available for patrol. As with daily coverage, this optimum number may be reduced by officers on vacation, out sick, making court appearances or training. There is only one sergeant assigned to the night shift. On that sergeant's days off, the night shift is managed by the senior police officer. The Bratton Group believes that provision should be made so that the night shift is always overseen by a sergeant. As a general practice in policing, even in a department the size of Mamaroneck, there should always be supervisor present and available 24 hours a day, including on the 12 midnight to 8:00 am shift.

The current Patrol Division includes a separate traffic unit that consists of three police officers and a supervising sergeant. This unit operates on motorcycles subject to weather conditions and concentrates on speeding violations, expediting traffic flow and truck weight enforcement in the village. The traffic officers are trained and qualified to operate motorcycles. The motorcycle officers also perform useful ceremonial functions. The Bratton Group does not believe a separate, stand-alone traffic unit of three police officers supervised by a sergeant is necessary. We recommend that the traffic officers be distributed to each of the patrol squads, continue to receive motorcycle training, be assigned primarily to traffic enforcement functions and be supervised on a daily basis by their respective patrol squad sergeants. We emphasize that we are not advocating eliminating either traffic enforcement or motorcycle patrol, but only placing the traffic officers under the direction of the shift sergeant.

Under the existing organization chart, the Community Services Unit sergeant manages bicycle patrol, with five bicycle officers. The sergeant is also responsible for the department's youth officer and domestic violence officer. The bicycle officers have been assigned largely to patrol work on Mamaroneck Avenue and in the Columbus Park area, and they reportedly have been effective in suppressing drug activity. The Bratton Group believes that this unit would be better managed as a component of the patrol effort and recommends assigning bicycle officers to each of the three rotating patrol squads. Until July 2008, when the Community Services Unit was established, bicycle officers were a part of the Patrol Division, although they were supervised by a separate bicycle unit sergeant. The Bratton Group would restore them as part of the patrol effort and place them under the direct supervision of the shift sergeant. We would add a sixth bicycle officer and assign at least two trained, qualified bicycle officers to each of the three rotating squads. Bicycle officers are not necessary for the night shift.

However bicycle officers are ultimately managed, The Bratton Group believes that the main business area of the village along Mamaroneck Avenue should be a priority post and that a steady officer from each of the day and evening squads should be assigned, either on bike or foot, to this important post. In the past, bicycle officers performed an important function, providing high visibility and deterrence of crime and quality-of-life violations along this main thoroughfare. When assigned to foot or car posts, bicycle officers should wear the department's standard uniform not their bicycle uniforms.

The existing Community Services Unit also oversees the youth officer who performs a mix of school resource, community outreach and youth activity functions, as well as some investigative functions in juvenile cases. Before the establishment of the Community Services Unit, the youth officer was assigned to the Investigations Division. Given that Mamaroneck has only a small amount of felony crime and that youth felony crime is a smaller subset yet, the Bratton Group believes that the youth officer's primary responsibility should be interacting with students and staff in the village's schools and interacting with the youth of the community and their parents. As such, the youth officer should be a patrol resource who can also assist detectives in certain cases where juveniles are victims or perpetrators of crime.

The youth officer is charged with the development of programs designed to prevent juvenile delinquency and is expected to have a working knowledge of the diverse social service resources available to divert youth away from crime and the criminal justice system. On balance, The Bratton Group believes that this is a patrol function and belongs in the Community Service Division. As explained below, we make provision for a special operations sergeant within the Community Service Division to oversee the youth officer and variety of other patrol functions.

There are currently a range of other patrol activities by non-sworn, uniformed personnel that fall outside of the purview of the Patrol Division and the patrol lieutenant. These are the Parking Enforcement Unit, the School Crossing Guards, the Park Rangers Unit, and the Marine Unit or bay constables. All of these activities are currently managed by the Executive Lieutenant. The Bratton Group believes that they should be managed under the leadership of the patrol lieutenant who commands the Community Service Division. We also believe that these units could be supervised more effectively by the special operations sergeant or the patrol supervisor.

Our recommendations make provision for a special operations sergeant assigned to the Community Service Division who would perform a variety of functions. These functions would include 1) managing the department's youth officer, 2) managing the department's canine officer, 3) providing supervisory oversight of the Parking Enforcement Unit, the School Crossing Guards, the Park Rangers Unit and the Marine Unit and 4) serving as a training officer for some of the special units. All of these personnel and units would be included on the daily roll call. In the absence of the special operations sergeant, they would report directly to the patrol supervisor on duty.

In a department with a limited number of supervisors, some multi-tasking on the part of sergeants is necessary, with some of the department's specialty and training functions assigned to sergeants in addition to their other designated duties. This is the current practice with supervisors supervising Special Weapons and Tactics, the Ceremonial Unit, bicycle training, motorcycle training, driver training, and vehicle maintenance in addition to their other supervisor duties.

The patrol lieutenant would assume responsibility for all patrol and patrol-related overtime, determining when there are manpower shortages in the schedule and whether to use overtime or other staff adjustments to meet minimum manning requirements. The Bratton Group believes that overtime is best managed by the middle managers of a given division or unit, i.e., the patrol

lieutenant for the Community Service Division and the detective lieutenant for the Investigations Division. These managers are in the best position to balance manpower requirements against overtime expenditures through a responsible overtime budgeting process.

In summary, the renamed Community Service Division would subsume all functions currently performed by the existing Patrol Division and most functions performed by the existing Community Services Unit. The only Community Services Unit function not managed by the Community Service Division would be the domestic violence officer who would be assigned to the Investigations Division. The Community Service Division would also oversee all patrol functions currently overseen by the Executive Lieutenant. During regular operations, the patrol sergeant, with the assistance of the special operations sergeant, would be overseeing the entire patrol function of the police department and all patrol resources under the patrol lieutenant. All of these personnel would be listed on the daily roll call.

Recommendations for the Community Service Division

- Rename the Patrol Division the Community Service Division (CSD) to emphasize that the entire police department is dedicated to providing service to the community, not just an isolated Community Services Unit.
- Include under the new Community Service Division all patrol functions, including the traffic officers, the bicycle officers, the youth officer, the canine officer, the Parking Enforcement Unit, the School Crossing Guards, the Park Rangers Unit and of the Marine Unit.
- Make the Community Service Division Lieutenant a direct report to the Chief. Like the other lieutenants in the department, the patrol lieutenant should be in direct contact with the Chief to apprise the Chief of ongoing issues and to ensure the Chief's quick response to these concerns.
- Make the Community Service Division lieutenant the manager of patrol overtime,

determining when there are manpower shortages in the schedule and whether to use overtime or other staff adjustments to meet minimum manning requirements. Overtime is best managed at the middle manager level with the middle management supervisor given an overtime budget and expected to stay within it.

- Assign a second sergeant to work with the night shift to provide for regularly scheduled seven-day-a-week supervisory coverage. Place the senior police officer in charge only when no alternative is available, including using partial tour overtime for evening and day shift supervisors.
- Assign a special operations sergeant to manage the youth officer, canine officer, the Parking Enforcement Unit, the School Crossing Guards, the Park Rangers Unit and the Marine Unit and possibly to serve as the training officer for bicycle patrol.
- Distribute the traffic officers to each of the patrol squads, where they will continue to receive motorcycle training and be supervised on a daily basis by the supervising patrol sergeant. We emphasize that we are not advocating eliminating either traffic enforcement or motorcycle patrol, but only placing the traffic officers under the direction of the shift sergeant.
- Increase the number of trained, qualified bicycle officers to at least two bicycle officers for each of the three rotating squads in the Community Service Division. Establish Mamaroneck Avenue as a priority post that should always be covered by bicycle or foot patrol.

IV. Investigations Division

The Investigations Division currently consists of four detectives and a detective sergeant. Two detectives work the morning shift and two work the evening shift in rotation. Each team of detectives works a week of day shifts followed by a week of night shifts. Morning detectives work from 8:00 am to 4:00 pm and evening detectives work 3:00 pm to 11:00 pm, providing a one-hour overlap when the two teams of detectives can share information about current investigations and cases.

As stated above, we believe that department would be better managed if it eliminated the Executive Lieutenant post and assigned three lieutenants, equal in rank, to manage three specific areas of responsibility: patrol, detectives, and support services. We therefore recommend the promotion of a detective lieutenant to direct the Investigations Division. Along with supervisory responsibilities, this detective lieutenant would be assigned to personally investigate all civilian complaints and all allegations of serious officer misconduct. Investigations into civilian complaints should usually be completed within 30 days, and a comprehensive report of the results of these investigations should be submitted for the Chief's approval. In a similar fashion, internal affairs investigations should be conducted expeditiously, and written updates of the status of the investigations should be prepared and submitted to the Chief at least every 30 days. The Police Chief himself should personally investigate any misconduct allegations involving a lieutenant. The Bratton Group would continue the detective sergeant slot, providing a second in command of the Investigations Division. These two supervisors might work staggered hours to provide supervisory coverage into the late evening. The Bratton Group would assign the domestic violence officer, whose function is primarily follow-up investigations of domestic violence incidents, to the Investigations Division.

The Investigations Division does not currently employ any formal investigative case assignment or management system. Current practice requires the two detectives assigned to day tours to review all incident reports, to determine which cases require further investigation and to decide among themselves who will be assigned to conduct the investigative follow-up. This has been the practice for many years, with the sense being that there are only four detectives to be managed, a relatively small number of serious crimes to be investigated, and a computerized incident reporting system that allows detectives to document their follow-up activities on supplemental reports. It was believed that the detective supervisor could stay on top of investigations without a supervisory case tracking and management system.

The Bratton Group believes that formal case management system is necessary, and both the Chief and the newly assigned detective sergeant have expressed their desire to implement a more formal case assignment and management system (see Appendix A for a draft of the proposed Case Management System). The Bratton Group has provided a model of investigative case management to the Chief and recommends that such a system be implemented, including having the detective lieutenant and sergeant directly involved in the case review and case assignment process. Investigative case management is a formal method for insuring that cases are being promptly and thoroughly investigated, that records are kept and updated in the prescribed manner, and that all investigative case work and evidence is properly documented. In addition, the Bratton Group believes there should be a tracking system implemented to manage and document the caseload and follow-up activities of the domestic violence officer.

The Investigations Division should maintain regular communication with both the supervisors and the police officers in the Community Service Division. The detectives should visit a patrol squad roll call at least once a week, making sure to reach all three squads in succession, to keep patrol officers informed about ongoing investigations and conditions. For instance, if a pattern of burglaries has emerged in the village, the detectives can relay any information about locations

where and times of day when the burglars are operating, as well as known details of their methods of operation. This will also provide an opportunity for police officers, who have observed behavior that may be tied to some existing crime pattern, who may have information about where stolen property is fenced or offered for sale, or who may have identified people with knowledge of criminal behavior to relay this information to the detectives.

In addition to these meetings, the detective lieutenant should be assigned to develop and maintain a Crime Information Center readily available to patrol officers, providing timely, accurate information on where and when various types of crime are occurring in the village. The Crime Information Center should have an official location where an officer, returning from three days off or vacation, can look to learn of any crime issues or possible patterns that may have occurred since his last tour of duty. The evening shift detectives should prepare a short briefing summary on serious crime incidents of note that occurred on the previous day. This briefing should be read and discussed by the patrol supervisor at roll call and posted in the Crime Information Center.

The property room, where evidence is stored, including weapons, cash, and narcotics, is managed by one of the detectives in the Investigations Division. The property room and indeed the entire property function were in considerable disarray, with entries about property being made in battered old book and no clear ongoing self-inspection inventory process to determine what property is currently held, what property should be disposed of, and where specific property can be found. There are, in fact, two property rooms, with some property – mainly drugs, guns, and cash and other valuable items – secured in a safe and less valuable items stored in a second property room in the building attic.

Prompted by the recent theft from the property safe, the department has now done a thorough inventory of the property room contents, vouchering and bar-coding all items. It should be noted

the plan to revamp the property vouchering process, including bar-coding and computerized tracking, although only recently completed, was announced – and a property inventory system was purchased – prior to theft from the safe. In fact, it is possible that the imminent inventory of the property safe’s contents precipitated the entire incident when the safe was found in the open position. As part of the new property procedures, the village manager has now established a bank account where cash that is not needed as evidence can be deposited rather than remaining in the safe.

The Bratton Group recommends that detectives not manage the property rooms and the property function in the future, and that property management functions be transferred to the Support Services Division. Detectives are not required to manage the property vouchering or storage system. Support Services will have two ranking supervisors available Monday through Friday, during daytime hours, to manage property as it travels to and from court. The department should also institute a documented self-inspection system, assigned to the investigations lieutenant, who would randomly select at least five vouchered items, on a monthly basis, from both storage locations, and check to see if they are present and accounted for and properly stored. A report of this inspection should be submitted to the Chief by the tenth day of every month. At least twice a year, the Chief himself should conduct a similar inspection.

Recommendations for Investigations Division

- Assign a lieutenant to command the Investigations Division.
- Assign the investigations lieutenant to personally investigate all civilian complaints and all allegations of serious officer misconduct. The Police Chief would personally investigate any misconduct allegations involving a lieutenant.
- As the patrol lieutenant does for the Community Service Division, the investigations lieutenant would be responsible for all overtime assignments and expenditures for the Investigations Division.

- Assign a detective sergeant as second in command of the Investigations Division.
- Assign the department's domestic violence officer to the Investigations Division.
- Establish a case management system for the Investigations Division to ensure that cases are being promptly and thoroughly investigated, that records are kept and updated in the prescribed manner, and that all investigative case work and evidence is properly documented. Have the investigations lieutenant and the investigations sergeant review and assign cases for investigation.
- Have detectives give briefings to at least one patrol squad per week, making sure to reach all three squads in succession, on current crimes and crime patterns.
- Assign the detective lieutenant to develop and maintain a Crime Information Center readily available to patrol officers, providing timely, accurate information on where and when various types of crime are occurring in the village.
- Assign evening shift detectives to prepare a short briefing summary on serious crime incidents of note from the previous day that could be read and discussed by the patrol supervisor at roll calls and posted in the Crime Information Center.
- Reassign responsibility for the property rooms to the Support Services Division. Continue to maintain an orderly system for managing this important police department function. Establish a documented self-inspection system of the property rooms to be submitted to the Chief by the tenth day of every month.

V. Communications and Administrative Oversight

To outsiders like the Bratton Group, many of the perceived issues and problems in the Mamaroneck Police Department seem to originate in a lack of communication at every level. Members of the Board of Trustees seem to have difficulty understanding the intentions and the motivations of the Chief, and they have not developed a regular forum with the Chief within which to ask questions and clarify issues. The Chief, in turn, sometimes has difficulty in reading the board's intentions. Although most police supervisors in the department say that the Chief is approachable and open to suggestions, some rank-and-file police officers view the Chief as a remote presence and refer to the "back office," where the Chief and the Executive Lieutenant work, as if it were some distant authority issuing arbitrary directives. There seem to be more bureaucratic barriers in the Mamaroneck Police Department than in many larger organizations.

The size of the department may be part of the problem. Smaller organizations tend to operate informally, with the built-in assumption that everybody already knows what is going on and that there is no need to institutionalize regular channels of communication. Yet, absent these regular channels, rumors, innuendo, doubts and suspicions all grow, establishing further barriers to effective communication. The Bratton Group recommends a system of formal communications between the Chief and the Mayor and the board, as well as continuing and expanding regular staff meetings within the department and more direct communication by the Chief with department rank and file.

The Mayor and Chief of Police should meet weekly or biweekly in accordance with an established protocol to discuss a range of police department issues, including crimes reported and arrests made since the last meeting, any police success stories and possible letters of commendation to police officers from the Chief and the Mayor, and any civilian complaints that have been received, civilian complaint investigations that have been completed and disciplinary

issues that have arisen. In like manner, the Chief should meet with the Board of Trustees once a month, acting in their capacity as the Board of Police Commissioners. These meetings should be held in executive session, separate from any public meeting, so the Chief can discuss confidential personnel issues, including discipline and civilian complaint issues and other personnel matters within the purview of the board acting as the Board of Police Commissioners. This forum would be the appropriate place to raise issues with the Chief concerning back-channel information and complaints that have come to the board from various sources within the department. Complaints received by board members that are not communicated to the Chief tend to fester and establish further barriers to communication and understanding. While complaints like these should not be encouraged, they should be communicated to the Chief so that he can investigate them and report back. Board members may keep their sources in the department confidential if they choose, but the thrust of any complaints, allegations, and concerns should be aired each month directly with the Chief. Board members should also be encouraging their sources to seek remedies for their complaints within the department through the chain of command. It is important that the board members not assume that complaints or allegations from various sources are necessarily accurate. In all organizations, employees may view things through their own prisms, and may be either intentionally or unintentionally distorting reality.

In almost all police agencies, and all organizations for that matter, and the Village of Mamaroneck Police Department is no exception, there are employees or officers who step outside the bounds of acceptable behavior, whether through chronic negative interactions with citizens or by failing to comply with the rules and regulations of the department. When such issues arise, it is the duty of the Chief and his supervisors to employ the internal investigative and disciplinary processes to deal with performance problems. Most officers respond to timely attempts to correct and/or modify behavior, but there are exceptions that provide significant challenges to supervisors and the Chief. It is important that the Chief have the confidence and backing of the Board of Police Commissioners in dealing with these issues, even though the department's disciplinary actions may lead to additional lawsuits, given the litigious environment that exists.

In interviews with the Bratton Group, all the board members made it clear that none of them has any desire to run the Police Department. In keeping with their overall plan to professionalize and depoliticize the village government, this board wants the Chief to be making the primary management decisions about how the department is run, who the department will hire, and who will be promoted, although some board members said that the board ought to retain some say in promotions. As the Board of Police Commissioners, they have the final approval in both hiring and promotion decisions by law, but they would prefer to work collegially with the Chief toward setting an overall tone for how policing is done in the village and the character of the department, rather than second guessing the Chief on individual hiring and promotion decisions. Monthly executive-session meetings would serve these goals effectively, with the board alerting the Chief to their own concerns and to issues raised confidentially by department personnel and helping the Chief to resolve these issues.

The Chief should continue holding regular staff meetings within the department. The three lieutenants recommended in this report should constitute his executive staff and be scheduled for regular weekly meetings as a group with the Chief. The Chief should also hold monthly meetings for all supervisory staff, i.e., all lieutenants and sergeants. Regular encounters between the Chief and his managers are critical to setting the overall tone of the department and its policing efforts. Face-to-face communication, rather than written directives, emails or directions passed down through channels, can be far more effective in communicating goals, important issues or changes that are being implemented or considered. The meetings would also serve as an opportunity for supervisors to raise concerns and make suggestions about policy, street tactics, and other issues.

If Chief Flynn has a weakness as a police manager it is his somewhat reserved nature. In this regard, he is a more of old-fashioned police manager, proud of his cops and their work, but rarely demonstrative in his praise. He does not seek the limelight for himself or his organization. This more traditional style of police leadership is not playing well with his younger officers,

who desire a stronger sense of connection and appreciation from their bosses. The “back office”, where the Chief and the Executive Lieutenant work, is not viewed as a welcoming or open place by some police officers. Some younger officers in the department said that they had never spoken to the Chief.

The Chief should make an effort to attend some roll calls and to be more visible around the department. He is, in fact, a personable man who could readily connect with his cops if he made a habit of doing so. A number of sergeants and other staff who have regular contact with the Chief describe him as an intelligent and responsive boss. He is not the sort of person who would ever cultivate his personal image in his department, but his image in the department would improve markedly if he just showed his real self more regularly to the rank and file.

Both board members and police officers called on the Chief to be more of spokesman and more of an advocate for the department at public meetings. Here once again, the Chief’s reserved nature undercuts his effectiveness. Never one to blow his own horn, he seems to believe that the good work of the department speaks for itself, but even in a small village it is necessary to emphasize this work so that people know about it. The Chief should come to public meetings with stories about quality police work and, where warranted, should be citing the names of officers who have performed well in the field. For example, in the last week of October, the consultants learned that an officer had saved a citizen’s life using a defibrillator, an example of both good police work by the officer and good department policy, which provides that defibrillators are carried in all patrol vehicles. Board members believe that the police department’s image with the village public has been badly damaged by the years of lawsuits, including vicious, wild allegations of corruption and misconduct that were utterly baseless. The Chief should be working actively to repair that image. The Board of Trustees and the Chief should work together to inform the community about the good work of the department and its officers.

The village and the department should organize at least one award ceremony annually to recognize police officers who have done outstanding work in the past year. Despite all the cynical joking and tough talk that characterize police organizations, most police officers are touched and honored when their work is publicly recognized. In focus groups with The Bratton Group, officers spoke warmly of their feelings about a recent award ceremony when the village and the department honored their work in front of their colleagues, families and friends.

Recommendations for Communications and Oversight

- Hold regularly scheduled weekly or biweekly meetings between the Mayor and the Chief to discuss a range of police department issues, including crimes reported and arrests made since the last meeting, any police success stories, and any civilian complaints received and disciplinary issues that may have arisen.
- Hold monthly meetings between the Chief and Board of Trustees acting in their capacity as the Board of Police Commissioners. These meetings should be held in executive session, separate from any public meeting, so the Chief can discuss confidential personnel issues, including discipline and civilian complaint issues and other personnel matters within the purview of the board.
- The Chief of Police should hold regular weekly meetings with the three lieutenants who would constitute the executive staff of the Police Department. Larger staff meetings with all lieutenants and sergeants should be held at least once a month.
- The village and the department should schedule an annual award ceremony to recognize and reward outstanding police service.

VI. Other Issues

The Bratton Group conducted four focus groups with patrol, including three focus groups with members of each of the rotating shifts and one focus group with members of the night shift. The consultants also conducted individual interviews with Chief Flynn, all supervisors, the PBA president, the designated property detective, several individual officers, the Village Manager and all members of the Board of Trustees. Participants in the interviews and focus groups raised a number of issues on a range of topics. This section of the report discusses these issues and makes recommendations where appropriate.

Department Staffing

Many officers and supervisors in the Mamaroneck Police Department believe that the department is understaffed. They cite the growth of the village since 1990, including the construction of new multi-family dwellings. They also say that the department's increasing specialization – adding the Traffic Unit, bicycle officers, and a domestic violence officer – has significantly reduced the number of officers available for regular patrol and answering calls for service. The staffing problem was exacerbated recently when the department was operating below its authorized level, pending the hiring of four officers from the Spanish-language-proficient civil service list. Those officers have now been hired and, at the time of the Bratton Group study, three of the officers, who are NYPD rollovers, had started work and field training and the fourth was attending the Westchester County Police Academy.

The Bratton Group does not share the view that the Department is understaffed. The information made available to the consultants made a comprehensive study of staffing and workload distribution difficult. However, although there may be times when calls are stacked or backlogged, our review of calls for service data did not reflect a workload beyond that which can

be handled by existing staffing. In April 2008, for instance, there were 908 events recorded by the department including some calls that were of an administrative nature and did not generate actual work in field for patrol officers. Calculating 90 shifts during the 30 days in April and assuming four officers per shift, 908 events amount to about 2.5 events per officer per shift, with actual calls representing a smaller number.

Assisting sick and injured people, alarms, and vehicle accidents account for almost 30 percent of all events and a larger percentage of actual calls for service. Crossing assignments, grounds checks, vehicle and traffic stops, youth complaints, and noise complaints accounted for an additional 20 percent of events. In April 2008, there were one robbery, one stolen vehicle, five burglaries, 15 larcenies, 14 domestic incidents, 24 youth complaints, five fights in progress and two arrests. Given these numbers, The Bratton Group believes that the current staffing of the department is adequate, but we would not call for reducing the size of the Police Department either. Low crime numbers in the village are partly a reflection of the police presence maintained by the current force. We also note that response time to calls for service appears to be extremely low, meaning that village residents can expect an excellent response from their police when they call.

Police Hiring Lists

The Mamaroneck Police Department has a variety of options in hiring new police officers. When an entry-level police test is given by Westchester County, the village has the option of selecting candidates from the larger county list or choosing to hire only candidates who passed the county test and are village residents. If the village elects to only hire village residents, it must do so for the life of the list, usually four years. It may draw only from village residents on the list and it may not draw from the larger Westchester County list. The village is currently drawing from a village list.

There is an exception to this rule, a third category of candidates who passed the county test and who are also Spanish speakers. If the Board of Trustees and the department determine that there is a need for Spanish-language-proficient officers, they can draw new hires from the Spanish-language list. This is what the board and the department did in the last round of hiring, engaging four Spanish-language-proficient officers, three of whom were experienced rollovers from New York City. The move caused some resentment among rank-and-file officers, who said that, while they saw the need for Spanish-speaking officers, they also thought that part of the recent hire should have been drawn from the village list. Many of these officers, who are mostly village residents themselves, believe that officers hired from the village list will care more about the community because they grew up there and will be more familiar with the streets and addresses of the village for the same reason.

While there is some merit to these arguments, The Bratton Group believes that they are outweighed by the benefits of drawing from a larger list of applicants. We urge that village to switch to the Westchester County list at the next opportunity. Hiring from the county list would not foreclose the possibility of hiring applicants from the village, and village residence could be weighed in favor of an applicant if the board and the department so choose. But the department should have the ability to select applicants from a larger list of qualified people in choosing the personnel who are going to police the community.

Police Department Morale

Although officers found plenty to complain about in the focus group sessions, the department does not appear to have serious morale problem. Officers were nearly unanimous in praising their immediate supervisors and fellow police officers, saying that the department was a good place to work. It is a pronounced consensus in the department that the patrol sergeants are excellent. Many acknowledged that they felt privileged to be on the job, and most said they that they care about the Village of Mamaroneck and take pride in the quality of their work.

In our consulting work, The Bratton Group has encountered many police departments with far worse morale problems, where negativity and outright hostility characterize the focus group conversations, and the police officers express disdain for their immediate supervisors, their top bosses and even their town. Officer complaints in the focus groups settled on three primary issues: the headquarters facility, the management of the work schedule and overtime, and the selection process for special assignment and special training, all of which are discussed in the sections below.

The Headquarters Building

The Police Department headquarters facility was cited again and again by department members as a depressing and possibly dangerous work environment that undercuts their enthusiasm for their jobs every day. They complained about asbestos, inadequate toilet facilities, inadequate facilities for female officers, leaking pipes, and generally cramped conditions. The lack of a conditioning gym was also cited. The officers are acutely aware that a new facility has been built for the fire department across the street from their own aging building. The condition of the facility was usually among the first grievances raised in each focus group. The Bratton Group believes that, even if considerable improvements were made to the existing headquarters, the building would not be appropriate to house a modern, professional police department. We recommend that plans be made for a new facility and that only limited, stop-gap efforts be made to improve the old one, beginning with either enclosing or removing the asbestos in the building basement.

Overtime and the Work Schedule

The work schedule, in the view of many officers, is manipulated to minimize overtime by forcing officers to work double shifts and to change their schedules at the last minute. Overtime ran about \$503,000 in 2007 or 9.5 percent of the police department operating budget. Much of this overtime was expended in the aftermath of sustained flooding which severely damaged some

areas of the village in April 2007. Overtime allocations have been reduced in 2008 and 2009 budgets to \$350,000 and \$360,000 respectively, or about 5.5 percent and 5.9 percent of the annual budgets for these years. The police officers have noticed the reductions and expressed dissatisfaction with them. However, most officers also feel that they are paid a decent salary and have decent benefits. The Bratton Group consultants note that reductions in overtime expenditures are a cause of dissatisfaction in almost all police departments. We also recognize that village management and the Chief have a fiscal responsibility to the taxpayers they represent. We recommend the Chief and his supervisors better communicate the reality of fiscal constraints that must be managed.

Police officers also maintain that in recent years, staff adjustments designed to save overtime have taken advantage of younger officers who are forced to work double shifts and to rearrange days off at the last minute. There also widespread feeling that the overtime assignments that remain are distributed unfairly to favored officers. The Chief and the Executive Lieutenant currently manage the overtime budget and allocations. The Bratton Group believes that overtime is better managed by the middle managers of a given division or unit, i.e., the patrol lieutenant for the Community Service Division and the detective lieutenant for the Investigations Division. We also recommend that the system for the assignment of all overtime hours delineated in Chapter AD 31, Article VIII of the Department's Manual of Procedure be strictly complied with in a fully transparent manner.

The Promotion Process

Police officers in focus groups were highly critical of the promotion process in the department. In fact, they maintain that there is no process and that the Chief just promotes whomever he wishes. They say that new jobs and opportunities in the department are not posted. The issue here is selection for traffic, bicycle, and other special assignments or promotion to detective or detective sergeant. Openings should be posted and announced, and officers should have the

opportunity to submit their request for consideration. A review panel of two supervisors would then conduct interviews and make recommendations to the Chief, who would make the final decision. The recommendation of the applicant officer's immediate supervisor should have a significant impact on the selection process.

Appendix A

Investigative Case Management Procedure

MAMARONECK POLICE DEPARTMENT
STANDARD OPERATING PROCEDURE
INVESTIGATION DIVISION

PROCEDURE 08- 001

November 4, 2008

**INVESTIGATION
CASE MANAGEMENT**

INTRODUCTION

A key component of the successful investigation of past crimes is case management. **Investigative Supervisors** should provide guidance and support for every case and monitor the investigative progress according to the schedule described in this procedure.

In order to assist detectives to keep track of and organize the cases they are assigned to investigate, as well as to enhance the ability of Investigative Supervisors to manage investigations, the following forms associated with case management have been introduced.

INVESTIGATION ASSIGNMENT INDEX
DETECTIVE INDIVIDUAL CASE LOG
INVESTIGATION CASE FOLDER
INVESTIGATION MANAGEMENT PLAN

Specific directions regarding these forms are discussed below.

PROCEDURE

Whenever a notification is received of an incident requiring further investigation or an Incident Report (IR) referring an incident for further investigation is received at the Investigation Division, the following procedure will be complied with:

NOTE: An investigation can be assigned and given a Unit Tracking # prior to the actual delivery of the IR. Delivery of the completed IR should not delay the investigator case assignment process.

INVESTIGATIVE SUPERVISOR

- 1) Immediately review all new **Incident Reports** and determine which Incident Reports require further investigation.
- 2) Have **Incident Reports** requiring further investigation entered on **INVESTIGATION ASSIGNMENT INDEX**, assigning a case number starting with (0001) at the beginning of each year. This will be the **INVESTIGATION UNIT TRACKING #**. As soon as the assigned investigator is determined, his/her name should also be entered on the **Index**.

NOTE: One and only one detective will be listed as the case officer for each case.

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- 3) Additional captions IR #, Date Assigned, Date of Incident, Type of Crime (Use name of crime Burglary, Robbery), Complainant's last name and Location of Occurrence should be entered when available.

ASSIGNED INVESTIGATOR

- 4) Within 5 working days of being assigned to investigate a crime or other investigation assigned a Unit Tracking Number, prepare and submit an **INVESTIGATION SUPPLEMENTAL** detailing the initial investigative steps taken.
- 5) **INVESTIGATION SUPPLEMENTALS** should be submitted to your designated supervisor in the **INVESTIGATION CASE FOLDER** containing the investigator's copy of the original IR, other **SUPPLEMENTAL REPORTS** that may have been prepared and other reports pertinent to the case.
- 6) **SUPPLEMENTAL REPORTS** will be numbered consecutively based on the IR #. Thus for example for IR # VOMP 08-1241, Investigation Unit Tracking # 08-387, the first **INVESTIGATIVE SUPPLEMENTAL REPORT** would be number 08-1241-1, the second would be 08-1241-2, etc.
- 7) All **INVESTIGATION SUPPLEMENTAL REPORTS** will also be dated as to the time of submission.

5 DAY REVIEW (5 Days from Assignment)

INVESTIGATIVE SUPERVISOR

- 8) Record review of new **INVESTIGATIVE SUPPLEMENTAL REPORTS** by signing same and recording them on the submitting **DETECTIVE'S INDIVIDUAL CASE LOG**.
- 9) Review progress of case in light of initial investigative steps and subsequent developments. If necessary, discuss strategy to be followed for on-going investigation.
- 10) If utilized, record instructions on the **INVESTIGATION MANAGEMENT PLAN**.
- 11) Supervisor should indicate review of **INVESTIGATIVE SUPPLEMENTAL REPORT(s)** as soon as possible and have the case folder returned to the assigned investigator.

NOTE: If case is closed at this time - make entry of how closed and date closed on both the **INVESTIGATION ASSIGNMENT INDEX** and the **DETECTIVE INDIVIDUAL CASE LOG**.

- 12) File **INVESTIGATION CASE FOLDERS** as follows:

OPEN CASES - CLEARLY MARKED DESIGNATED FILE DRAWER.

Cases will be filed **under the assigned investigator's last name** in chronological order by **"Detective Unit Tracking Number."**

CLOSED CASES - CLEARLY MARKED DESIGNATED FILE DRAWER

All closed cases will be filed in *Closed Case* file drawer in chronological order by **Year and IR # not separated by Investigator**.

HOMICIDE CASES

Open and Closed Homicide Cases will be filed in **CLEARLY MARKED FILE DRAWERS** as designated by the Investigation Division Commander.

D R A F T

15 DAY REVIEW (15 days from initial assignment)

INVESTIGATIVE SUPERVISOR

- 13) Record review of new **INVESTIGATIVE SUPPLEMENTAL REPORTS** by signing same and recording them on the submitting **DETECTIVE'S INDIVIDUAL CASE LOG**.

NOTE: This is date of second review, and minimum due date of the second **INVESTIGATIVE SUPPLEMENTAL** updating investigative steps taken. Reports should be prepared in a timely manner as the investigation progresses. There may be many **SUPPLEMENTAL REPORTS submitted as part of /or prior to the second review.**

- 14) Review progress of case in light of prior directions and subsequent developments.
- 15) Determine if case should remain open or closed and discuss strategy to be followed for on-going investigation.
- 16) If utilized, record instructions in **INVESTIGATION MANAGEMENT PLAN**.
- 17) Determine proposed time frame for closing of case (subject to change, depending on investigation).

NOTE: If case is closed at this time - make entry of how closed and date closed on both the **INVESTIGATION ASSIGNMENT INDEX** and the **DETECTIVE INDIVIDUAL CASE LOG**.

28 DAY REVIEW (28 days from initial assignment)

INVESTIGATIVE SUPERVISOR AND DETECTIVE LIEUTENANT

- 18) Record review of new **INVESTIGATIVE SUPPLEMENTAL REPORTS** by signing same and recording them on the submitting **DETECTIVE'S INDIVIDUAL CASE LOG**.
- 19) Review progress of case in light of prior directions and subsequent developments.
- 20) Determine if case should remain open or closed and discuss strategy to be followed for on-going investigation if case is to remain active.
- 21) Record instructions in **INVESTIGATION MANAGEMENT PLAN**.

NOTE: Cases remaining open for more than 28 days should include an investigation management plan.

NOTE: If case is closed at this time - make entry of how closed and date closed on both the **INVESTIGATION ASSIGNMENT INDEX** and the **DETECTIVE INDIVIDUAL CASE LOG**.

- 22) Instruct investigator on specific time frame for closing of case (subject to change, depending on further developments).
- 23) After initial 28 day review, continuously monitor the progress of active investigations by reviewing **INVESTIGATION CASE FOLDERS** a minimum of once every 28 days.

D R A F T

- 24) Indicate these reviews in **INVESTIGATION MANAGEMENT PLAN** and on **DETECTIVE INDIVIDUAL CASE LOG**.

CHIEF OF POLICE

- 25) **INVESTIGATION CASE FOLDERS** of *cases that remain active 3 months from the date of original assignment must be personally reviewed by the Chief of Police.*
- 26) Notation of the Chief of Police review of these cases should be made on the **INVESTIGATION MANAGEMENT PLAN**.

ADDITIONAL CONSIDERATIONS

DETECTIVE INDIVIDUAL CASE LOG

- The investigative supervisor will prepare a **DETECTIVE INDIVIDUAL CASE LOG** for each detective that he or she supervises. **All cases assigned to that investigator will be entered on the LOG.**
- Record the dates that **INVESTIGATIVE SUPPLEMENTAL REPORT(s)** are submitted.
- Enter final disposition when appropriate.
- Detectives should maintain a copy of their **DETECTIVE INDIVIDUAL CASE LOG** to assist them in recording and tracking of their active and closed cases.

INVESTIGATIVE SUPPLEMENTAL REPORTS

- **INVESTIGATIVE SUPPLEMENTAL REPORTS** will be prepared in a timely fashion to document significant investigative steps taken on an assigned case or on cases that an investigator is assigned to assist.
- Detectives should visit location of occurrence as soon as possible and before the 5 Day Review.
- The *closing* **INVESTIGATIVE SUPPLEMENTAL REPORT** should contain the reason for closing the case. This may involve a brief synopsis of the case but will not require repeating a detailed account of all investigative steps previously documented.

CASE CLOSING DISPOSITIONS

The following are the classifications that must be used to describe how cases are closed on the case closing **INVESTIGATIVE SUPPLEMENTAL**.

1. **ARREST DETECTIVE** (Arrest made by the assigned detective)
2. **ARREST OTHER** (Arrest made by other than the assigned detective)
3. **EXCEPTIONAL CLEARANCE** (Strict criteria is probable cause exists to arrest perpetrator but can't be done for a valid reason, i.e. death of perpetrator, perpetrator is in jail for extended period and District Attorney determines additional prosecution not necessary. Reason must be documented on closing supplemental)
4. **UNFOUNDED** Investigation determines the reported crime did not occur.
5. **CLOSED - INACTIVE** All reasonable investigative efforts have been exhausted, case is filed closed pending further or future developments

D R A F T

Investigative supervisors are responsible for insuring that the detectives they supervise, including officers temporarily assigned in that capacity, know and follow the steps outlined above.

The thorough investigation of designated Incident Reports and other incidents is the mandate of all Mamaroneck Police detectives. Successful investigations, especially those involving the arrest of pattern criminals help us achieve our mission, i.e., the prevention and reduction of crime, and the improvement of the quality of life in our neighborhoods. This procedure is designed to assist supervisors and detectives to organize and direct their assignments and to be more effective in their work.

For your information and necessary compliance

Edward Flynn
Chief of Police

MAMARONECK PD INVESTIGATION ASSIGNMENT INDEX

UNIT _____

DATE _____

	DATE ASSIGNED	INCIDENT REPORT	DATE REPORTED	DETECTIVE CASE #	TYPE OF CRIME	INVESTIGATOR ASSIGNED	HOW CLOSED	DATE CLOSED
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								

____ Of ____ Pages

**MAMARONECK PD INVESTIGATOR
INDIVIDUAL CASE LOG**

INVESTIGATOR _____

DATE	INCIDENT REPORT #	DET CASE #	DESCRIPTION	DATES OF FOLLOW-UP REPORTS						HOW CLOSED—RESULTS	DATE
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											

Dispositions:
 "A".....ARREST - Indicate number of arrests under "HOW CLOSED"
 "NR".....Investigation without result
 "UNF".....Condition unfounded
 "EC".....Exceptional Clearance
 "OR".....Other Result—Describe

..... Page ____ of ____

[illegible]