FINAL REPORT

CRIME ANALYSIS UNIT TRAINING
PROJECT

GRANT #75TN-99-0002

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CRIME ANALYSIS UNIT TRAINING PROJECT

AUTHORIZED BY

GRANT #75TN-99-0002

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This project was funded by Grant #75-TN-99-0002 issued by the Office of Technology Transfer, National Institute of Law Enforcement and Criminal Justice, LEAA. The purpose was to develop and present an introductory training seminar on the topic of Crime Analysis. The instruction was presented nationally in each of the ten LEAA regions. Nearly 400 management level law enforcement practitioners and planners participated.

During the three day sessions, the attendees were given an overview of the uses and benefits of crime analysis, theory and methods of conducting analysis, practical exercises in analysis, considerations and an exercise in developing a unit within an agency, evaluation needs, exposure to an operative unit, etc. The course was designed to instill sufficient understanding and interest to cause the participants to return to their own agency with the desire of creating or improving a crime analysis component.

The attendees length of experience in law enforcement varied, however, 99% of them had been assigned to a crime analysis function for five years or less and 50% of them for one year or less. This demonstrates the lack of the use of and training in crime analysis in law enforcement agencies nationally. The formalization of an organized, systematic and effective analysis component or process in law enforcement is relatively new.

Responses to the training were very positive. Evaluation forms completed by the students rating eight different factors of the course resulted in a mean average of 93% rating the course as good to excellent. The majority of comments revealed that the participants felt the course material was of value, that it was presented at an appropriate level and maintained their interest - that the instructors were good to excellent - that the course was not long enough - and that additional training should be made available.

Participation in this project has shown that crime analysis as a structured comprehensive process is on a relative basis just beginning to be utilized by law enforcement practitioners and/ or criminal justice planners. It is seen as having the potential to be an extremely effective tool in the better utilization of manpower and resources, in the development of new programs and techniques and to evaluate the effectiveness of programs, etc. It is concluded that insufficient training and support exists and it is, therefore, strongly recommended that additional opportunities for training and technical assistance be made readily available in order to assist local agencies in learning and utilizing crime analysis techniques.

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EXHIBITS

APPENDIX

I INTRODUCTION

LEAA Grant #75-TN-99-0002 was made to CCTRF to conduct a Crime
Analysis Training Session in each of the ten LEAA regional
areas. It prescribed the offering of a three-day course for
approximately 400 law enforcement personnel to be selected
from municipal and state law enforcement agencies, and state
and regional planning agencies. The offering of this training
program was a part of the exemplary programs offered under
the Office of Technology Transfer of the National Institute
of Law Enforcement and Criminal Justice of LEAA. It came in
part as a result of a previous grant to CCTRF to develop a
handbook regarding the techniques and organization of crime
analysis. This publication known as the "Police Crime
Analysis Unit Handbook", is a part of the prescriptive package
program. It was distributed nationally in 1973 by LEAA and
was received by the law enforcement community as an extremely
worthwhile publication.

Recognizing that there was little, if any, other material
available regarding the theory and practice of crime analysis
nor any training available on a national level, the current
grant was developed. It was recognized that the techniques
involved in crime analysis, if put into application by departments,
would allow them to maximize the utilization of their manpower
resources and be more successful in their routine and strategical
deployment. Additionally, it is a very useful tool for
administration and planning. The grant provided for the develop-
ment of the curriculum and the subsequent presentation of the ten
courses in each LEAA regional area.

II OBJECTIVES

In developing the course content, it was kept in mind that the
goal of the grant was to provide instruction to mid-management
law enforcement personnel, and to agencies which would be most
inclined to immediately benefit from the information obtained.
from the training. It also was recognized that there would be
considerable difficulty in addressing the distinct needs of
the various attendees. There would be representatives from
departments of various sizes, varying degrees of sophistication
from different parts of the country, people who were experienced
analysts and people who essentially knew nothing of crime
analysis. Because of this, the course would have to be somewhat
general in nature and varied in content in an effort to meet
those particular needs of the various attendees.

It was determined that it would be inappropriate to attempt to
train the participants to be expert analysts. The short
amount of time alone did not make this feasible. Additionally,
there was the need to address the issue of what is crime analysis,
what does it do, how is it conducted, how is it organized
within an agency, etc. Consequently, a three-day course was

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developed which included elements covering the following:

- an overview of crime analysis
- methods of data collection
- analysis and correlation
- the purposes of crime analysis
- the dissemination of the information developed through the analysis process
- organizational considerations
- the need for evaluation
- practical exercises
- practical exercises in the development of a crime analysis unit design
- discussions from local experts who were involved in operational crime analysis units.

III GENERAL DISCUSSION

The material for the course was prepared by mid January 1975. Included as Appendix A are the workbook and other materials prepared for the students. These, and the Crime Analysis Unit Handbook previously mentioned, were provided to each student. Exhibit #1, the course outline describes the specific content in greater detail. As the course developed, it was determined that three of the most useful portions of the course were (1) the analytical techniques, (2) the actual involvement in practical exercises on crime analysis, and (3) the operational discussions and presentations provided by local experts.

It appeared prudent that the materials and instructors be tested prior to initiating the series of 10 courses prescribed within the grant. Consequently, a trial or pilot session was held at Rio Hondo Junior College in Whittier, California at their Criminal Justice Institute. This course was held on January 27th and 28th, 1975 and invited as participants were fourteen members of law enforcement agencies from within the Los Angeles area. They were not advised that the course was a pilot course, but only that the opportunity was available for them to attend and participate in the training. Additionally, a representative from the California Department of Justice Advanced Training Center and the California Peace Officers Standards and Training Agencies were invited to serve as independent evaluators. An evaluation form was prepared and the participants were asked to complete it as the course progresses in order to assess the quality of instruction, the course content, the appropriateness of material, etc. This same questionnaire or evaluation form or a version thereof, was used in each of the sessions, two sample summaries of the responses from those evaluations are contained in this report as Appendix B.

The detailed statistical analysis of all evaluation documents are included as Exhibit #2.

Also attending the pilot session was a law enforcement specialist from LEAA, Region IX, who previously had been involved in the development of the Los Angeles Police Department "PATRICK" System, a sophisticated computerized crime analysis effort for that city. A lieutenant from the Sacramento Police Department, originally involved in the development of the prescriptive package, attended as an evaluator and guest speaker.

Upon concluding the third day session, the students were advised that the course was a pilot session and were asked for candid comments as to their evaluation of the course. Based on those comments, the comments of the other four evaluators and the results of the anonymous questionnaires, it was concluded that with very minor changes, the proposed course curriculum would be received successfully and that it would be appropriate to begin the ten courses as scheduled.

Exhibit #3 lists the schedule and the location of each training session. It also lists the names and addresses of all actual attendees at each session. It was a normal practice for this contractor to make an advance visit with the regional representa- tive of each LEAA office and frequently the State Planning Agency representatives as well. This was to provide them with an orientation as to what would be available in the course to solicit their comments, assistance and suggestions and to outline student selection procedures.

The selection of the individual participants was left to the LEAA regional office and the State Planning Agency representatives as they would be aware of the needs and priorities of the agencies within their area. Materials were prepared to assist the state planning agencies in the selection of the attendees, see Exhibit #4. In addition to local law enforcement representatives, it was thought appropriate that members of the state planning agencies participate so they would be able to provide assistance within their states regarding crime analysis subsequent to the training sessions. Student expenses, including travel and per diem were covered in the grant and reimbursed to the students by the contractor. Forms utilized for this purpose are shown as Exhibit #5

IV SEMINAR DISCUSSION

The first presentation in Kansas City, Missouri was well attended and received. The evaluations were very gratifying. The second presentation, conducted for Region XIII, was hampered by poor physical facilities and the fact that the entire session was videotaped by the Denver Police Department at the request of the regional office. This put additional pressure on the staff and lecturers and severely inhibited the participation by the students. In addition, this created a more cramped and confused classroom environment.

The third session conducted for Region III was hampered by a lack of students as a result of a failure of the state planning agencies to secure the students in accordance with the stated guidelines.

After conducting the first three sessions, discussions were held with the Office of Technology Transfer and it was concluded that several changes were in order. The wide diversity of assignments and backgrounds of the participants had been a problem evident in each session. It was decided that the guidelines for student selection would be modified to have participation from communities of 100,000 or more. In addition, it was decided that the people attending from the law enforcement agencies would be; (1) the individual who would have the authority within the agency to order the implementation of a crime analysis unit; and/or (2) the individual who would be the actual implementer. It was determined that people from the state planning agencies were appropriate. However, the number and assignment of those individuals should be closely observed and approved by the LEAA monitor in Washington as would be all of the attendees.

Because of the dissatisfaction with the performance of one of the consultants hired by the contractor, he was removed and his role within the training course was absorbed by contractor staff. The course content was modified to include an additional practical exercise. This was the development of a conceptual model of a crime analysis unit based on hypothetical information presented in the work regarding a law enforcement agency and the community known as "Target Town". (See Workbook)

The changes made in the course resulted in a more cohesive class group, having more similar backgrounds and interest and the modifications made with regards to the instructional staff improved the interest of the participants and the worth of the subject matter. Throughout the course, effort was focused on conducting the training sessions in an open-workshop atmosphere where free exchange took place, and the environment was not restricted solely to lectures. It is believed that this environment was effectively created during each session. Consequently, the specific needs of the students were more effectively addressed than if it had been a rigid and structured atmosphere. Likewise, the practical exercises that involved students in team efforts created a beneficial exchange among them, thus they were able to learn from one another and the various degrees of sophistication that they were bringing to the class, plus learning new techniques together in a practical application contributed greatly to student enthusiasm.

Attachment #6 lists the speakers which were secured from different agencies across the United States. These speakers who discussed their own on-going crime analysis operation, were selected in part on the recommendation of the regional office of LEAA, and in part

from sources known to the contractor. Each individual provided
a distinct orientation and background and described a different
structure and goal for his particular agency. However, it appears
that without exception, each guest lecturer provided an appropriate
addition to the course. This allowed the students to question
someone, ususlly from within their own geographical area, as to
the problems, successes and structure of their particular
operation. It also allowed them to talk, firsthand, to someone
whom they could later use as a local resource as they later
developed their own crime analysis function within their home agency.

V EVALUATION

As was previously mentioned, evaluation and critique forms were
requested from each participant and they were requested to be
frank in their evaluations and encouraged to make comments
regarding the positive portions of the course and also anything
which they felt might need improvement. The summaries of those
evaluations are contained in Appendix B and the analysis of them
is contained in Attachment #2. On the basis of those evaluations,
the various letters and comments received (see Attachment #7) and
the comments of the students during and subsequent to the course,
it is concluded that the project was more than successful.

It is recognized that the short duration of the course and the
diversity of the attendees made it difficult to address the needs
of all of those who attended. Without exception, however, it
appeared that each student thought that his attendance was beneficial
and the majority of the students indicated that they thought the
material was presented on a practical level and not just theory
which had no immediate application. Additionally, the majority
believed that the length ⋅f the course should be extended and made
available to more law enforcement personnel than provided for in
the grant. Many comments were made to the effect that the
information received in the course had prompted them to initiate the
crime analysis process in their home agency. Others stated that
they had received information which would allow them to improve
their current operations. There were many requests from agencies
to allow their staff to attend even at the expense of the agency.
As an example, Topeka, Kansas Police Department sent one of their
captains to the session in California and inquiries are still
being received as to when the course will be made available in
other areas.

Each attendee was requested to fill out an individual profile
sheet providing us with information regarding himself and his
agency. This is shown in the final report as Attachment #8. Not
every student completed and returned the student profile sheet,
however, the compilation of those received is shown as
Attachment #9.

VI CONCLUSION AND RECOMMENDATION

As is evident from Attachment #9 and the obvious fact that, across
the United States, only 400 participants had the opportunity to attend
this course, the availability of the information has been only
superficially disclosed. Based on those figures, the comments made

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by the students (see Attachment #2) and the observed fact that there is very little organized information available regarding crime analysis (other than the prescriptive package and this particular course), it is concluded that additional efforts to provide assistance to local agencies in the area of crime analysis would be justified. The benefits to be obtained by an agency utilizing the techniques are obvious to LEAA and to progressive law enforcement organizations. It is the opinion of the Project Director and the contractor that the relatively small expenditure for this grant is a very appropriate type of expenditure by LEAA, and that compared to some other types of expenditures of a similar amount, the impact can be much greater.

It is recommended that consideration be given to developing some type of program which would provide additional training and orientation in crime analysis, its techniques, and application. This program should be routinely available for local agency participation, and there should be technical assistance available for the creation and development of crime analysis units within law enforcement agencies.

SESSION NO. 1

Title: Class Introduction & Organization
Description: Representatives from the regional LEAA office and the
            Project Staff will welcome the students to the Crime
            Analysis Unit program, describing LEAA's interests and
            role in such training. Each student will briefly intro-
            duce himself to the class. Basic matters regarding
            logistics will be cared for.

SESSION NO. 2

Title: Course Overview
Description: A general introduction to crime analysis will be pre-
            sented including discussion of its utility; its input,
            processing and output requirements; and considerations
            in organizing and evaluating a Crime Analysis Unit.

SESSION NO. 3

Title: Introduction to Basic Crime Analysis Techniques
Description: Students will be introduced to simple, but practical
            crime analysis techniques; including descriptive sta-
            tistics, map methods, data enrichment, M.O. analysis,
            resource management, ratio analysis and prediction
            techniques. This session will be a mix of lectures
            and in-class practexes.

SESSION NO. 4

Title: Crime Analysis Unit Organizational Factors
Description: Types and levels of skills required to meet the objec-
            tives of a Crime Analysis Unit will be discussed.
            Factors such as automation, sworn-unsworn personnel
            mixes and unit location with the sponsoring agency will
            be covered. Operational examples will be presented.

SESSION NO. 5

Title: CAU Evaluation Techniques
Description: The necessity and means for evaluating the operational
            effectiveness of a CAU will be discussed. Both the
            internal and external impact of the unit will be ex-
            amined. Quantitative approaches to the evaluation of
            performance will be addressed.

SESSION NO 6

   Title: Planning the Crime Analysis Unit
  Description: Teams will develop a conceptual model of a Crime
          Analysis Unit. Goals, agency size and structure,
          community, finances, etc. will be considered.
          The model will be developed from information on
          the hypothetical town and police department of
          "Target Town" contained in the workbook.

SESSION NO. 7

   Title: Justifying A Crime Analysis Unit
  Description: Successful methods for "selling" a CAU to a parent
          organization will be discussed. Pertinent data and
          other considerations necessary to justify a CAU will
          be delineated. An operational unit will be used as
          the basis of this session.

SESSION NO. 8

   Title: Summary
  Description: This session will provide a review of the major
          issues developed in furtherance of course objectives.
          Closing discussions, questions and answers and
          course critique will be elicited.

EXHIBIT #2

ANALYSIS OF STUDENT EVALUATIONS

Each student was provided with and requested to complete an evaluation of the course (see workbook and Appendix B). The intent was to constantly monitor the appropriateness and effectiveness of the content and instructors of the course.

Two formats were used on the evaluation questionnaires. Found below is an outline of the questions and a summation of the responses.

FORMAT #1 - Used at Rio Hondo, California; Kansas City, Kansas; Park City, Utah and Alexandria, Virginia

1. Question - Was the course administration satisfactory?
    Responses - Yes 73   No 2

2. Question - Will the course material be of benefit?
    Responses - Useful 59   Limited 21   None 0

3. Question - Rate the instructors.
    Responses - Excellent 51%   Good 46%   Fair 2%   Needs Improve. 1%

4. Question - Rate the value of the material presented.
    Responses - Good 79%   Limited 20%   None 1%

5. Question - Rate the length of the course
    Responses - Long Enough 37%   Too Long 17%   Too Short 46%

6. Question - Rate the appropriateness of material and the level
                 at which it was presented.
    Responses - Appropriate 87%   Not Appropriate 4% Too Basic 9%

7. Question - Did the course hold your interest?
    Responses - Yes 94%   No 6%

The result from these questionnaires reflect very positively on the course. 97% of the respondants rated the instructors as good to excellent. 87% felt that the material was appropriate and presented at the correct level.

EXHIBIT #3

CRIME ANALYSIS COURSES COMPLETED

<u>1975</u>

<u>LEAA REGION</u>	<u>DATE</u>	<u>SITE</u>
Pilot Course	Jan. 27-29	Rio Hondo College Whittier, CA
VII - Kansas City, MO	Mar. 17-19	Kansas City, Kansas
VIII - Denver	Apr. 7-9	Park City, Utah
III - Philadelphia	May 19-21	Alexandria, VA
IV - Atlanta	Jun 16-18	Atlanta, GA
VI - Dallas	Jun 19-21	Dallas, TX
X - Seattle	July 30-Aug. 1	Seattle, Wash.
V - Chicago	Aug. 4-6	Rosemont, Ill.
I - Boston	Aug. 25-27	Boston, Mass.
II - New York	Sept. 2-4	New York, N.Y.
IX - San Francisco	Oct. 28-30	Las Vegas, NV

FORMAT #2 - Used at Atlanta, Georgia; Dallas, Texas; Seattle,
          Washington; Las Vegas, Nevada; Boston, Massachusetts;
          Des Moines, Illinois; New York, New York

Rate the Following: Responses

                               Excellent Good   Fair Needs Improvement

Course Overview   57%   42%   .5%   .5%
Theory   64%   34%   2%   ---
Practical Exercises   43%   47%   9%   1%
Organization Concepts -
    Exercise   29%   57%   12%   2%
Examples of Operative Units-
    Guest Speakers   45%   48%   5%   2%
Summary   30%   58%   9%   3%
Instructors   52%   42%   6%   ---
Overall Course   47%   50%   2%   1%
Generally Satisfied with Course Administration? Yes 99% No 1%.

Of the eight factors evaluated in Format #2, a mean of 93% of
the attendees gave a rating of good-excellent. 99% responded
that they were satisfied with the course administration. Only
1% of the responses in either rating called for improvement.
Considering the breadth of the factors rated, it is shown by
the responses of the attendees that they overwhelmingly
considered the course pertinent, of value and interestingly
presented.

In addition to submitting the ratings summarized above, candid
comments were requested. An effort was made to have the students
identify what in particular they liked or disliked, what was
most and least useful, etc. and to have them make suggestions
for improvements. The comments most frequently made are para-
phased below:

    1. Too short
    2. Geared very well to practical application
    3. Theoritical examples and actual exercises very good
    4. Need follow on - another course on technical assistance
    5. Instructors - interesting and qualified
    6. Exposure to operational units excellent
    7. Appreciated the presentation of various alternative
        methods which can be tailored to departments needs
    8. Provided a greater understanding of crime analysis,
        its utility and applications

EXHIBIT #3 CONT.

PILOT COURSE

RIO HONDO

Actual Attendees

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James Coyle, Sgt.
Paterson Police Department
111 Washington Street
Paterson, NJ   07505

Captain John Donohue
Commanding Officer
Research and Planning
Syracuse Police Department
511 South State Street
Syracuse, NY   13202

Ed Erickson
Suffolk County Police Dept.
Veterans Memorial Highway
Hauppaugh, Long Island, NY
                  11787

Deputy Insp. Fred Fernez
Commanding Officer Admin.
   Bureau
Suffolk County Police Dept.
Veterans Memorial Highway
Hauppaugh, Long Island, NY
                  11787

Phillip G. McGuire
Police Analysis Division
Office of Programs & Policies
Police Headquarters,
New York City Police Dept.
1 Police Plaza
New York, NY   10038

Dean Hess
Systems Analyst
225 North Clinton Avenue
Trenton Police Department
Trenton, NJ   08609

Lt. Arthur Holsborg
Commanding Officer
Planning & Development Div.
Police Headquarters
Yonkers Police Department
10 Casimir Avenue
Yonkers, NY   10701

Richard R. Horn
Det. Sergeant
NJ State Police
P.O. Box 7068
West Trenton, NJ   08625

Lt. John L. James
Police Lt.
Department of Public
  Safety
P.O. Box 210
St. Thomas, VI   00801

Richard Kubick
Principal Quantitative
  Analyst
New York City Police
  Department
1 Police Plaza, Rm. 1406
New Yrok, NY   10038

Lt. Calvin Lang
Director, Planning &
  Research Section
P.O. Box 3005
Department of Public
  Safety
C'sted
St. Croix, VI   00820

Capt. James Lawless
Paterson Police Department
111 Washington Street
Paterson, NJ   07505

Capt. Delmar Leach
Commanding Officer
Planning & Research Unit
Rochester Police Dept.
Civil Center Plaza
Rochester, NY   14614

Hugh Lee
Deputy Chief
Jersey City Police Dept.
8 Erie Street
Jersey City, NJ   07306

Patrick Maloney
Deputy Chief
Elizabeth Police Department
33 Norrell Street
Elizabeth, NJ   07201

Sgt. Glenn Malson
Research & Planning
Syracuse Police Dept.
511 South State Street
Syracuse, NY   13202

Anthony Manghisi
Deputy Chief
Newark Police Department
22 Franklin Street
Newark, NJ   07102

Lt. Thomas Mango
Elizabeth Police Department
33 Morrell Street
Elizabeth, NJ   07201

Steve Chupa
Plainfield Police Department
200 E. Fourth Street
Plainfield, NJ   07060

Vincent A. LaFleur
Bureau for Municipal Police
Executive Towers
Stuyvesant Plaza
Albany, NY   12203

Det. Sgt. Edward Moose
NJ State Police
P.O. Box 68
West Trenton, NJ   08625

Deputy Insp. Allan Mulstay
Commanding Officer
Data Processing Bureau
Nassau County Police Department
1490 Franklin Avenue
Mineola, NY   11501

George Butler
Troy Police Department
55 State Street
Troy, NY 12180

Lt. Jesus Pena Pomales
Det. Div.
Puerto Rico Police Dept.
GPO 70166
San Juan, PR 00936

Kevin Smith
Port of NY Authority
  Police
Journal Square
Transportation Center
One Path Plaza
Jersey City, NJ 07306

Sal Samperi
Manager of Planning Admin.
  and Training
Port of NY Authroity Police
Journal Square
Transportation Center
One Path Plaza
Jersey City, NJ 07306

Capt. Jose Melendez Santiago
Det. Div.
Puerto Rico Police Dept.
Police headquarters
GPO 70166
San Juan, PR 00936

Capt. Leon Smith
Trenton Police Department
225 North Clinton Avenue
Trenton, NJ 08609

Wayne P. Steneck
Principal Program Analyst
State Law Enforcement
  Planning Agency
3535 Quaker Bridge Road
Trenton, NJ 08625

Daniel C. Swarts
Systems Analyst
Plainfield Police Dept.
200 E. Fourth Street
Plainfield, NJ 07060

Mr. Greg Thomas
Planning & Research Unit
Rochester Police Department
Civic Center Plaza
Rochester, NY 14614

Yvonne Turnbull
Police Specialist
VI SPA
P.O. Box 280
St. Thomas, VI 00801

Mr. Hector Velez
Puerto Rico Crime Commission
GPO Box 1256
Hato Rey, PR 00936

Michael Wallack
Systems Analyst
Jersey City Police Dept.
8 Erie Street
Jersey City, NJ 07306

Artemus D. Watson
Subgrants Manager
Law Enforcement Planning
VI SPA
Box 280
St. Thomas, VI 00801

Deputy Insp. Harry Wignes
Commanding Officer Planning Unit
Nassau County Police Department
1490 Franklin Avenue
Mineola, NY 11501

Mr. Jan Sampsel
Puerto Rico Crime Commission
GPO Box 1256
Hato Rey, PR 00936

CCTRF STAFF

Bruce B. Bird
Project Director
Crime Analysis Training Unit
4343 Williamsbourgh Drive
Suite 100
Sacramento, CA 95823

William "Pete" Petersen
Asst. Project Director
Same Address

Shel Arenburg
Lecturer

REGION IX

Las Vegas Seminar

Actual Attendees

CALIFORNIA

Region D

Karen Rosa
Criminal Justice Planning
1225 8th Street, Suite 400
Sacramento, CA 95814

Chief Bruce Thayer
Sacramento Police Department
813 - 6th Street
Sacramento, CA 95814

Region E

Jack Sohl
North Bay Regional Criminal
  Justice Plng. Board
1130 - 1st Street, Suite 206
Napa, CA 94558

Region F

Captain Mario Amoroso
San Francisco Police Department
850 Bryant Street
San Francisco, CA 94103

Lt. Frank Jordan
San Francisco Police Department
850 Bryant Street
San Francisco, CA 94103

Lawrence Funk
Mayor's Criminal Justice Council
1182 Market Street, Suite 206
San Francisco, CA 94102

Region G

Oscar Powell
Criminal Justice Planner
Criminal Justice Plng. Agency
  of Contra Costa County
2280 Diamond Blvd. - Suite 391
Concord, CA 94520

Region H

Anne Taylor
Executive Director
Criminal Justice Council of
  San Mateo County
1860 El Camino Real, Suite 438
Burlingame, CA 94010
Rodney Pierini, Same Address

Region I

Bruce Kern
Alameda Regional Criminal Justice
  Planning Board
100 Webster Street, Suite 104
Oakland, CA 94607

Lt. Don Smithson
Berkeley Police Department
Hall of Justice
2171 McKinley Avenue
Berkeley, CA 94703

Sgt. Patrick Needham
Oakland Police Department
455 7th Street
Oakland, CA 94607

Region J

George Shannon, Manager
Santa Clara Regional Criminal Justice
  Planning Board
110 E. Gish Road
San Jose, CA 95112

Elba Lu
Analyst
San Jose Police Department
201 W. Mission
San Jose, CA 95103

Robert Reeve
Director
"CAPER" Project
447 N. 1st Street
San Jose, CA 95112

Region K

Dean Hill
Planning Director
Region K Criminal Justice
  Planning Board
814 - 14th Street
Modesto, CA 95354

Dave Yamada
Police Planner
Police Facility Bldg.
22 East Market Street
Stockton, CA 95202

Region M

Ronald Bykowski
Regional Planning Director
Monterey Bay Area Regional
  Criminal Justice Planning Board
700 Cass, Suite A
Monterey, CA 93940

Region N

Herb Denison
Criminal Justice Analyst
Central California Criminal
  Justice Planning Board
P.O. Box 1441
Tulare, CA 93274

Sgt. George R. Webster
Administrative Officer
Fresno Police Department
2323 Mariposa Street
Fresno, CA 93712

Region P & Q

No Participants

Region R

Dave Thompson
Glendale Police Department
140 North Isabel Street
Glendale, CA 92106

Jerome E. Lance, Lt.
Long Beach Police Department
P.O. Box 20100
400 West Broadway
Long Beach, CA 90802

Lt. James Papst
Torrance Police Department
3131 Torrance Blvd.
Torrance, CA 90503

Region S

Steven Blythe
Tri-County Council on Criminal Justice
P.O. Box 512
Riverside, CA 92502

Sgt. Nick Padilla
Riverside Sheriff's Office
4050 Main Street
Riverside, CA 92502

Region T

Capt. Don Burnett
Garden Grove Police Department
11301 Acacia Parkway
Garden Grove, CA 92640

Mary L. Schander
Anaheim Police Department
P.O. Box 3369
425 S. Harbor Blvd.
Anaheim, CA 92805

Keith Concannon
Criminal Justice Council
623 North Broadway, Box 1405
Santa Ana, CA 92702

Bob Fickle
Huntington Beach Police Department
P.O. Box 70
5th & Orange Street
Huntington Beach, CA 90255

Region U

Capt. Carl Eckland
San Diego Police Department
801 W. Market
San Diego, CA 92101

CHP

Officer Mike Garver
c/o Sgt. Christiansen
CHP Headquarters – Vehicle
   Theft Section
2611 – 26th Street
Sacramento, CA

POST

Ronald Allen
Peace Officer Standards and
   Training
7100 Bowling Drive, Suite 100
Sacramento, CA 95823

DOJ

Roy Leyrer, Supervisor
Coordinating Section
3301 "C" Street
OCCIB – DOJ
Sacramento, CA

Jack Morris, Manager
Crime Pattern Analysis Section
OCCIB – DOJ
3301 "C" Street
Sacramento, CA

ARIZONA

William Woodard
Arizona Department of Public Safety
P.O. Box 6638
Phoenix, Arizona 85005

Beverly Buckley
Tuscon Police Department
P.O. Box 1071
Tuscon, Arizona 85702

William K. Datson
Supervisor Statistical Research
   Section
Phoenix Police Department
620 N. Washington
Phoenix, Arizona 85003

David Anderson
Director
Criminal Justice Analysis Center
Arizona State Justice Planning Agency
5119 N. 19th
Phoenix, Arizona 85015

GUAM

Mr. Alfred Sablan
Director of the Territorial Crime
   Commission
Office of the Governor
Soledad Drive, Amistad Bldg., Room 4
   Second Floor
Agana, Guam 96910

HAWAII

Lt. Daniel Baker
City and County of Honolulu
Police Department
Crime Analysis Section
1455 So. Beretania Street
Honolulu, Hawaii 96814

Sgt. Abner DeLima
Honolulu Police Department
Crime Analysis Section
1455 So. Beretania Street
Honolulu, Hawaii 96814

Robert L. Pung, Capt.
Hawaii County Police Department
349 Kapiolani Street
Hilo, Hawaii 96720

NEVADA

Chief James Parker
Reno Police Department
P.O. Box 1900
Reno, Nevada 89509

Undersheriff Vincent G. Swinney
Washoe County Sheriff's Dept.
P.O. Box 2915
Reno, Nevada 89510

Michael S. Katz
Criminal Justice Planner
Regional Planning &
  Allocation Committee
P.O. Box 11130
Reno, Nevada 89510

James A. Barrett, Director
Commission on Crime, Delinquency
  & Corrections
430 Jeanell Street
Carson City, NV 89701

John W. Peevers
Division Chief
Commission on Crime, Delinquency
  & Corrections
430 Jeanell Street
Carson City, NV 89701

Harry Lipparelli, Criminal
  Justice Specialist for Corrections
  & Juvenile Delinquency
Commission on Crime, Delinquency
  & Corrections
430 Jeanell Street
Carson City, NV 89701

Ron Stroup
Chief, Division of Identification
  & Communications
Commission on Crime, Delinquency
  & Corrections
430 Jeanell Street
Carson City, NV 89701

Mike Herring
Commission on Crime, Delinquency
  & Corrections
430 Jeanell Street
Carson City, NV 89701

Chief Howard W. Tindall
Boulder City Police Department
513 California Street
Boulder City, NV 89005

Jim Rowley
North Las Vegas Police Department
1301 E. Lake Mead Blvd.
North Las Vegas, NV 89030

Sgt. V. Dale Loper
Research & Development Bureau, 6th Flr.
Las Vegas Metropolitan P.D.
200 E. Carson
Las Vegas, NV 89101

Thomas Nash
SRDAC
Clark Co. Nevada

Gerald Engellenner
Research & Development Bureau
Las Vegas Metropolitan P.D.
400 E. Stewart
Las Vegas, NV 89101

Mr. Arthur Besser
Clark Co. Juvenile Court
3401 E. Bonanza Road
Las Vegas, NV 89101

Sgt. Ronald J. Delia
Henderson Police Department
243 Water Street
Henderson, NV 89015

Capt. Dale Collie
Topeka Police Department
204 W. 5th Street
Topeka, Kansas 66603

Lt. Col. Bernard Dehl
Assistant Chief
Nevada Crime Commission
c/o Nevada Highway Patrol
555 Wright Way
Carson City, NV 89711

Tom Esensten
Criminal Justice Planning Institute
School of Public Administration
University of Southern California
3601 South Flower Street
Los Angeles, CA 90007

CCTRF STAFF

Bruce B. Bird, Project Director
Ca. Crime Technological Research Foundation
Crime Analysis Training Unit
4343 Williamsbourgh Drive, Suite 100
Sacramento, CA 95823

William "Pete" Petersen
Assistant Project Director

Shel Arenberg, Lecturer

EXHIBIT #4

UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
WASHINGTON, D.C. 20530

We are pleased to advise you that you have been one of forty
people from your LEAA Region selected to be invited to attend
a seminar on crime analysis to be held October 28,29 & 30, 1975
in Las Vegas, Nevada.

The National Institute of Law Enforcement and Criminal Justice
(NILECJ)--the research and demonstration arm of LEAA--and the
LEAA Regional Office are co-sponsoring this program. The
Crime Analysis Seminar will include the following components:

- The utility of crime analysis
- Basic techniques of crime analysis
- Crime analysis unit organization
- Considerations in attempting to develop
   a crime analysis unit

The intent of the course is to provide an orientation to what
crime analysis really is, the advantages it can provide for an
agency, some of the techniques utilized in the process, and
considerations for establishing a unit in an organization.

Expenses such as travel, lodging, per diem and course materials
will be paid by the contractor (California Crime Technological
Research Foundation) in accordance with the grant and federal
reimbursement rates.

Please read the enclosed material and then complete and return
both the letter indicating your desire to participate in the
course, and the questionnaire. This should be done as soon
as possible. Upon receipt of your letter requesting atten-
dance at the course, we will include you in the class roster.
If you will be unable to attend please immediately advise the
contractor by phoning (916) 322-3220.

Please return the two forms promptly in the enclosed envelope to insure completion of proper arrangements and receipt of your materials.

We hope you will be able to attend the seminar.
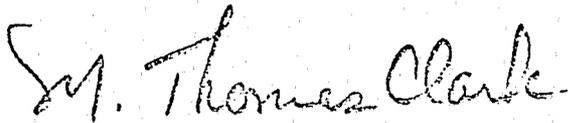
Sincerely,

M. THOMAS CLARK
Regional Administrator
San Francisco Region IX
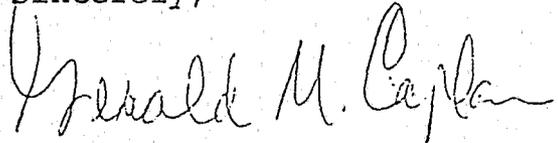
GERALD M. CAPLAN
Director
NILECJ

Mr. Bruce Bird
Crime Analysis Training
CCTRF
4343 Williamsbourgh Drive
Suite 100
Sacramento, CA 95823

I HEREBY REQUEST THAT YOU PLEASE INCLUDE ( ) DO NOT INCLUDE ( ),
MY NAME AS AN ATTENDEE FOR THE CRIME ANALYSIS PROCESS SEMINAR
TO BE HELD IN LEAA REGION IX ON October 28-30, 1975.
I UNDERSTAND THE COURSE IS PRESENTED BY THE CALIFORNIA CRIME
TECHNOLOGICAL RESEARCH FOUNDATION AND IS CO-SPONSORED BY THE
OFFICE OF TECHNOLOGY VIA GRANT NO. 75TN-99-0002 FROM THE
NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE OF
THE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION AND THE REGIONAL
OFFICES OF LEAA.

PLEASE PRINT

NAME_____ AGENCY_____

TITLE_____ TELEPHONE_____

WORK ADDRESS_____

CITY, STATE, ZIP_____

                                   _____
                                          SIGNATURE

CRIME ANALYSIS UNIT SEMINAR
FACT SHEET

Seminar Title: "Crime Analysis Unit Seminar"

Seminar Objectives: To encourage development in the use of crime analysis
                        within law enforcement agencies and the use of the
                        Crime Analysis Unit Handbook as a guide in achieving
                        that objective.

                        • Develop a familiarity with the abilities
                          and functions of a crime analysis unit

                        • Instill a desire to initiate or improve
                          the crime analysis process in the home
                          agency

                        • Provide knowledge of approaches to estab-
                          lishing a formal crime analysis unit where
                          none exist

Seminar Content: The course is designed to provide law enforcement
                        departments with an orientation to the process and
                        techniques of crime analysis. It will demonstrate
                        how to analyze in a logical systematic way, crime
                        information which is normally already being col-
                        lected. The utility will be shown for such analysis
                        in the areas of crime prevention, suppression and
                        prediction as well as in the apprehension of
                        offenders, tactical deployment and management
                        needs. The course is intended as a supplement
                        to the Crime Analysis Unit Handbook used in con-
                        junction with the course. It is generally conducted
                        in the form of a seminar and will cover the following
                        subjects:

                        • The utility of crime analysis
                        • Basic techniques of crime analysis
                        • Crime analysis unit organization
                        • Justification of a crime analysis unit
                          within a law enforcement agency
                        • Considerations in attempting to develop
                          a crime analysis unit

                        We have assembled a staff from the California Crime
                        Technological Research Foundation and private con-
                        sultants, actively engaged in the field of law enforce-
                        ment, to present the seminar. Attendees are encouraged
                        to take notes to supplement reference material which
                        will be provided for the seminar. Questions and
                        answers will be encouraged as the discussion leader
                        progresses through his presentation. Practical

exercises and guest speakers will also be utilized.

Seminar Organization: The seminar is co-sponsored by the National Institute for Law Enforcement and Criminal Justice (LEAA) and the Regional Offices of the Law Enforcement Assistance Administration. It is conducted under an LEAA grant to the California Crime Technological Research Foundation.

1. Attendee Selection: Attendance is restricted to 40 law enforcement personnel from the LEAA Region. Agencies serving populations in excess of 100,000 are to be considered for candidates. The candidate should be (a) someone within the agency administration who would have the authority to determine whether or not to create a CAU; (b) the individual who would actually implement the creation and or operation of a crime analysis unit. Preferably both individuals could attend the seminar. Civilian employees meeting the above criteria are not to be excluded. Final determination of who shall attend will be made by LEAA Washington, D.C.

2. Training Costs: Expenses are covered by CCTRF according to the grant guidelines. Claim forms for reimbursement will be explained on the final day of each session. Upon receipt of claims for per diem and travel, return checks should be recieved by attendee within 10-15 days. Lodging sites and rates will be negotiated by CCTRF.

3. Dates & Time: The seminar will begin at 9:00 a.m. on _____ and conclude the afternoon of the third class day.

   Location: _____

   _____

4. LEAA Region Contact: _____

   _____ Phone: _____

5. For further information regarding the course contact the Project Director (Bruce Bird) or Assistant Project Director (William Petersen) at the following address:

   Crime Analysis Training
   California Crime Technological Research Foundation
   4343 Williamsbourgh Drive, Suite 100
   Sacramento, CA 95823
   (916) 322-3220

The course is designed to assist law enforcement agencies in the collection, analysis and dissemination of crime information. Current programs in crime analysis vary from manual to computerized systems. The extent and sophistication of the analysis process varies as greatly as do the names and location of the units within a department which may be performing that function. In a three day seminar it is not possible to provide information that will be of significant value to large agencies having an operative and sophisticated crime analysis process. In the trainee selection process we should then be looking for those departments which probably do not now have a crime analysis unit and need more information, training and federal assistance in developing realistic and workable approaches to fit their individual needs. The following topics will be included in the seminar:

- The utility of crime analysis
- Basic techniques of crime analysis
- Crime analysis unit organization
- Justification of a crime analysis unit within a law enforcement agency
- Considerations in attempting to develop a crime analysis unit

SELECTING THE ATTENDEE

A total of 40 law enforcement personnel from the LEAA Region will be invited to attend the seminar. The State Planning Agency representatives are to nominate individuals fitting the criteria outlined below. These nominations will then be submitted to the Regional LEAA office representative for review by him, CCTRF and the LEAA Project Monitor from Washington, D.C. The final decision of who will be invited will rest with the Project Monitor.

Proposed participants should be selected from agencies serving populations of at least 100,000. The agency representative should be (a) someone who has the authority to make a policy decision of whether or not a crime analysis function will be created in the department, or (b) the person who would be charged with actual implementation and operation of the crime analysis process. If possible attendance by individuals of both descriptions would be advantageous.

Your assistance is needed in selecting those people who would
benefit most from attending the seminar. Your familiarity
with local community problems makes your recommendations all
important in the overall success of the program.

The enclosed form can be used to recommend _____ training par-
ticipants to the Regional office. Because of the participants
being limited to 40 people from the entire LEAA Region, we want
to make sure we have no vacancies. To guard against this
possibility we are requesting that you submit two nominees in
addition to the _____ people who will be able to attend from
your state. Should a vacancy occur the alternates may be in-
vited to attend with little advance notice. Additional par-
ticipants beyond the number allotted to you, will not be able
to attend. Include those selections who would be expected to
benefit most from the Crime Analysis Unit Seminar program.

Upon completing the training recommendation form return it to
the Regional contact person for the Crime Analysis Unit Seminar
at the following address:

PLEASE SUBMIT YOUR RECOMMENDATIONS TO THE REGIONAL OFFICE BY:
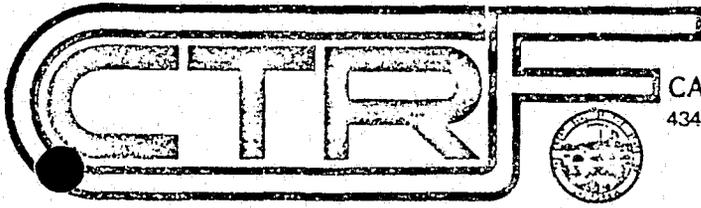
_____

March 25, 1975

Dear Participant:

We are pleased that you will be attending the Crime Analysis
Training Program.

Enclosed is a Handbook which you should familiarize yourself
with and bring to the seminar.

Please read the other informational enclosures we have prepared
for your assistance. If you have any questions, feel free to
call either Pete Peterson or myself at (916) 322-3220.

We look forward to meeting you.

Very truly yours,

BRUCE BIRD
Project Director
Crime Analysis Training

CRIME ANALYSIS UNIT SEMINAR
STUDENT INFORMATIONAL LETTER

ORGANIZATION

The sponsoring agency for the Crime Analysis Unit Seminar is the
National Institute of Law Enforcement and Criminal Justice of
the Law Enforcement Assistance Administration and the Regional LEAA
office. The California Crime Technological Research Foundation is
charged with conducting the class under Bruce Bird, the Project
Manager. For any information or assistance relative to the seminar
please contact Mr. Bird or Mr. Petersen by phoning (916) 323-3220.

LOCATION, DATES, AND TIMES

Date and Time: October 28-30, 1975 Beginning at 9 AM on October 28th.

Conference Site: Marina Hotel - Las Vegas, Nevada   Room:_____

It is anticipated many participants will arrive the evening of Oct. 27th

Lodgings: Marina Hotel - 3805 Las Vegas Blvd. So.   Phone No: (702) 739-1500

Submit enclosed reservation envelope and deposit.

Nearest Airport: McCarren - Las Vegas

Transportation: The Hotel provides no shuttle bus. Use cab or airport
limousine and obtain receipt (approximately $3.50). Hotel is at the
Airport end of the "strip".

CONTENT OF COURSE

The course is designed to provide law enforcement departments with
an orientation to the process and techniques of crime analysis.
It will demonstrate how to utilize crime information, in a logical
systematic way, to assist in crime prevention, suppression, and
the apprehension of criminal offenders. It will also show applica-
tions for planning and management needs. It is intended as a supple-
ment to the Crime Analysis Unit Handbook used in conjunction with
the course. The course is generally conducted in the form of a
seminar and will cover the following subjects:

    o The utility of crime analysis
    o Basic techniques of crime analysis
    o Crime analysis unit organization
    o Justification of a crime analysis unit
       within a law enforcement agency
    o Considerations in attempting to develop
       a crime analysis unit

CAT #7 rev. 6/4/75

We have assembled a staff from the California Crime Technological
Research Foundation and private consultants, actively engaged
in the field of law enforcement, to present the seminar. Questions
and answers will be encouraged as the discussion leader progresses
through his presentation. Note taking is encouraged to supplement
the lectures, handout materials and practical exercises. Please
familiarize yourself with and bring to the session any materials
mailed to you in advance.

TIME TABLE OF COURSE

The course consists of some twenty hours of materials, presented
within a three-day period. The course will commence each day at
9:00 a.m. and will continue in fifty-minute periods until 12:00
noon. After the lunch break classes resume at 1:00 p.m. Each
period will normally be followed by a 5 to 10 minute break.

EXPENSES

To insure prompt and proper reimbursement for travel expenses, we
are including the following instructions.

If air transportation is used, we will pay normal coach fare. If
you wish to drive your own vehicle you will be allowed 15¢ a mile,
but not more than air coach fare for the same trip. For transpor-
tation to the hotel from the airport, please check both limousine
and taxi rates and obtain the cheapest mode of transportation.
If possible arrange to ride with others attending the training
course. Obtain a receipt for your transportation from the airport
to the hotel as well as retaining your airport vouchers.

There is no charge for training course tuition. Reimbursement
for meals and lodging will be based on the rates defined in the
grant but not to exceed $40 per day. Each participant should
have enough money to cover travel, lodging, meals and incidentals.

A group rate has been arranged, of $21.00 + tax single or double
occupancy. Each participant will be personally responsible for
paying all motel/hotel charges including room, laundry, telephone,
bar, travel, etc.

It is mandatory that all attendees except local residents, stay at
the motel/hotel prescribed within this letter due to the class
structure, funding arrangements and needed exchange of ideas
among students.

Necessary claim forms will be explained and filled out on the final
day of the seminar. Receipts for lodging, travel and any other than
meals will be required to be submitted with your claim forms.
Reimbursement checks will normally be mailed to the participant
within 30 days after the close of the session.

CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION

Grant No. 75TN-99-0002

Claimant's Name:	Residence Address:

The following per diem and travel expenses were incurred for

attendance at the Crime Analysis Unit Seminar on _____

at _____

Date and time of departure from residence _____

Date and time of return to residence _____

Private transportation (_____miles @ 15¢) $ _____

     License No. _____

Public Transportation (attached voucher) $ _____

Taxi or Limousine (attached voucher) $ _____

Parking (receipt if over $2.50) $ _____

Other (receipt if over $1.00; explain on $ _____
    reverse side)

Lodging (attached voucher) $ _____

             TOTAL EXPENSES $ _____

Per Diem Computation

Office Use Only

_____ days @ $28/day plus _____ hrs. @ $_____ = $ _____

Alternate: _____ day(s) @ $14/day plus

_____ hrs. @ $_____ ·   = $ _____

          TOTAL CLAIM $ _____

Claimant's Signature:

Approved for Payment:

Complete in duplicate and forward all copies signed with attached
vouchers to Pete Petersen, California Crime Technological Research
Foundation, 4343 Williamsbourgh Drive, Suite 100,
Sacramento, California 95823.

CAT#12 Rev. 4/30/75

Account No. 942 635 720 002 00

Contract No. CRF-

CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION
4343 Williamsbourgh Drive, Suite 100
Sacramento, California 95823

AGREEMENT - CRIME ANALYSIS TRAINING

Name: _____ Address: _____

Position: _____ _____

Agency: _____

Student shall attend a training session sponsored by the California Crime Technological Research Foundation (CCTRF). Student will attend without compensation. Enrollment will necessitate student's attendance and participation in a training session during the period April 21, 1975 through December 31, 1975.

For travel at the request of CCTRF, student will be paid per diem and reimbursed for transportation costs in accordance with California State Board of Control Rules. Student shall select the method of transportation which is the most economically practical and in the best interest of CCTRF. Expenses will be paid to student upon receipt of a signed Crime Analysis Training Expense Claim in triplicate. Payments under this agreement shall not in the aggregate exceed the sum of $5,000. Student's signature and return of all three copies of this agreement will constitute acceptance. A copy will be returned when signed by CCTRF.

_____ _____
    Student Signature   Date

I hereby certify that all conditions for exemption have been complied with and this contract is exempt from Department of General Services' approval.

_____ _____
        Approved   Date

--------------------------Funding Information--------------------------

Agency: California Crime Technological Research Foundation
Payable From: General Fund
Grant No.: 75TN-99-0002

CAT#11 Rev. 4/30/75

EXHIBIT #6

CRIME ANALYSIS TRAINING - GUEST SPEAKERS

1975

LEAA REGION	SPEAKERS	AGENCY
Pilot Course	Lt. Robert Austin Mr. Wm. Hermann	Sacramento Police Department LEAA - Region IX
VII - Kansas City, MO	Capt. Larry Joiner Asst. to Chief Rick Valdez	Kansas P.D. Univ. City P.D., MO
VIII - Denver	Mr. Fred Newton Lt. Dean Eskridge Chief Elbert Willoughby	Pueblo P.D., Colorado Salt Lake City P.D., Utah Pueblo P.D., Colorado
III - Philadelphia	Mr. Tom Steele Capt. Alan D. Wolf	Wash. Metro P.D., D.C. " " " "
IV - Atlanta	Chief James Parsons	Birmingham P.D., Alabama
V - Dallas	Lt. Cliff J. Macsas	Dallas P.D., Texas
X - Seattle	Mr. Fred Newton Sgt. Don Fryant	Pueblo P.D., Colorado Seattle P.D., Wash.
V - Chicago	Mr. Tom Steele	Wash. Metro P.D., D.C.
I - Boston	Mr. William Halacy Ms. Cynthia Johnson Mr. Tom Steele	Worcester P.D., Mass " " " Wash. Metro P.D.
II - New York	Sgt. Pete Martinasco Mr. Philip McGuire	N.J. State Police N.Y.P.D., New York
IX - San Francisco	Capt. George Conroy Mr. Jack Morris	Los Angeles P.D., CA Calif. Dept. of Justice

EXHIBIT #7

city of orange

police department
(714) 532-0261

FEB - 1975

February 20, 1975

Mr. Bruce Bird
Project Director
Crime Analysis Program
California Crime Technological
Research Foundation
4433 Florin Road, Suite 690
Sacramento, CA 95823

Dear Mr. Bird:

Sergeant John Richard and I recently attended the Crime Analysis
Seminar at Rio Hondo Junior College. We found this to be an ex-
cellent seminar due to the very nature of the topic and practical
uses within our Department.

We have not had a formal nor even an informal crime analysis unit
due mainly to manpower shortages; however, since the seminar, we
have temporarily solved the manpower problem and have implemented
a basic crime analysis study on some very selected crimes. The
manpower we are using is that of an Officer who needs a work ex-
perience project for college credit. We have several Officers in
the Department in the same situation and will be able to continue
with this very basic crime analysis study until, hopefully, we
receive a full time Research Officer.

I strongly recommend that any Research Officer attend your Crime
Analysis Seminar and will advise my Captain that the next Research
man should attend this seminar.

I have attended numerous seminars in my police career and have
found this to be one of the most beneficial seminars that dissemina-
ted some practical and useful information. I hope these seminars
will be made available again in the near future.

Sincerely,

R. BRUCE RAMM, COORDINATOR
CRIME PREVENTION BUREAU

RBR/sln

CITY OF BUENA PARK

C A L I F O R N I A

6 6 5 0   B E A C H   B O U L E V A R D .,   T E L :   5 2 1 - 1 1 2 1

POLICE DEPARTMENT
DUDLEY D. GOURLEY, Chief

February 13, 1975

Mr. Bruce B. Bird
Project Director
Crime Analysis Program
California Crime Technological Research Foundation
4433 Florin Road, Suite 690
Sacramento, California 95823

Dear Bruce:

I would like to take this opportunity to tell you how much I enjoyed
the recent seminar on Crime Analysis. Over the past twenty years I
have had occasion to attend many seminars sponsored by many agencies
including P.O.S.T. I found the Crime Analysis Seminar to be one of
the most effective that I have attended, and I gained a great deal
of useful knowledge to take back to my agency. Some of this know-
ledge will be reflected in procedure changes within our organization.
I remain,

Sincerely,

Robert T. Reber, Captain
Services Division Commander
Buena Park Police Department

RTR:pf

POLICE CHIEF
JAMES F. BALE

7315 SOUTH PAINTER AVENUE, WHITTIER, CALIFORNIA 90602
TELEPHONE 698-6711

February 12, 1975

Mr. Bruce Bird
Project Director
California Crime Technological Research Foundation
4343 Williamsborough Drive
Sacramento, California 95823

Dear Mr. Bird,

It was an enlightening experience to attend the Crime Patterns
Analysis seminar at Rio Hondo College, Whittier, California. The
subject matter was of vital interest to me. I was able to bring
back to my Department some new ideas in the field of crime pattern
analysis. This has renewed our interest in this field in terms of
a more formalized process.

The material, particularly the manuals that were distributed for
our use, were helpful in reassessing the crime pattern analysis
process. They will be of assistance to us if we decide to estab-
lish an analysis unit within the Department.

Last, I would like to comment on the personnel that made up the
student body, and the instructors. I expect to be associated with
students of high professional calibre in law enforcement and this
seminar was no exception. However, I think we all were truly
seeking a new incite into the nagging crime problem and the quality
of input from all members of the class was outstanding. Your in-
structional staff obviously was well qualified to discuss the subject
matter. They brought with them expertise from outside the enforce-
ment community that was helpful.

This seminar could be lengthened to give even more assistance to
agencies. Perhaps as a result of your initial round of seminars
a follow-up seminar might be considered for those agencies who

have decided to establish crime pattern units and want to really get into the "nuts and bolts" of the operation.

Thank you again for a worthwhile presentation.

Sincerely yours,
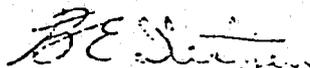
B. E. Ilertsen
Records Supervisor

BEI:jc

Mayor
   ROBERT B. LYONS

City Administrator
   EDWIN T. POWELL

Councilmen
   MICHAEL J. CALLAHAN
   L. JACK GOMEZ
   ROBERT P. LANGER
   GEORGE F. DeJESUS

401 East Chapman Avenue - Placentia, California 92670

March 3, 1975

Mr. Bruce Bird
Director
Crime Analysis Process Seminar
7171 Bowling Drive
Sacramento, CA 95823

Dear Mr. Bird:

Just a note to congratulate you on the recent Crime Analysis
Process Seminar presented by your group at the Rio Hondo College
in Whittier.

It is my feeling that as a pilot effort in presenting crime
analysis information, it was a definite success. The informa-
tion was not only timely for my agency but was entertaining
and well paced for the assimilation of those attending.

Please keep us advised of future seminars you may conduct in
this and related fields.

Sincerely,

James R. Corrigan, Lt.
Placentia Police Department

JRC:re
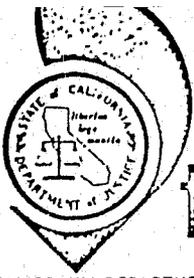
ADVANCED
training center

CALIFORNIA DEPARTMENT OF JUSTICE / 201 G Street / 2nd Floor / Broderick, Ca. 95605 / EVELLE J. YOUNGER, Attorney General

February 6, 1975

Mr. Douglas Roudabush
Executive Director
California Crime Technician Research Foundation
4343 Williamsbourgh Drive
Sacramento, CA 95823

Dear Mr. Roudabush,

I would like to take this opportunity to thank you for inviting me
to attend a pilot course in Police Crime Analysis held in Whittier,
California on January 27, through January 29, 1975.

The material covered in the seminar was very pointed and relevant to
the times. Your staff provided worthwhile instruction and appeared to
stimulate the students, evidenced by many classroom discussions.

For a pilot program I feel it was well coordinated, and a tribute to
your staff.

Sincerely,

Harry Bradley
Program Manager/Special Agent

HB:gg

March 26, 1975

MAR 31 1975

Mr. Bruce Bird, Director
Crime Analysis Unit Program
California Crime Technological Research Foundation
4343 Williamsbough Drive, Suite 100
Sacramento, California 95823

Dear Mr. Bird:

I would first like to congratulate your organization on the fine presentation during the seminar in Kansas City, March 16-19. The crime analysis handbook and the notebook from the seminar have already been proven invaluable to me. Presently, we are attempting to incorporate a few ideas we obtained from the seminar into our present program.

In your presentation we frequently skirted the issue that a Research and Planning unit is a necessary function of a police department. Possibly, since CCTRF is a research foundation, you would have some information in regard to establishing a research unit. I would appreciate any information you might have as well as any other organization who I could contact in reference to establishing such a unit. In the near future we are hoping to incorporate a Research and Planning unit within our department.

Thank you very much and again I feel that your presentations in Kansas City were excellent, especially to our department's needs.

Sincerely yours,

Gordon Loveland
Chief of Police
      by

Joe A. Robles
Enforcement Planner

JAR/cv/c/612

MAR 25 1975

March 21, 1975

William Petersen, Assistant C.A.T. Project Director
California Crime Technological Research Foundation
4343 Williamsbourgh Drive, Suite 100
Sacramento, California 95823

Dear Pete:

Per our conversation of March 21, enclosed please find my airline
receipt in the amount of $52.74 (tax included), Braniff Airways.
I am indeed sorry for the inconvenience this has caused and I
appreciate your consideration in this matter. Once again, I wish
to congratulate you as well as Bruce, Shel, Rafe, and Chet for an
outstanding presentation of a well-developed seminar.

Sincerely,

Charlie
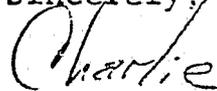
Charles W. Link, Jr.
Statistician

CWL:s
Enclosure

Department of Police

G. H. KLEINKNECHT
SUPERINTENDENT

7900 FORSYTH BLVD.
CLAYTON, MISSOURI 63105

(314) 889-2341

MAR 31 1975

March 31, 1975

Mr. Bruce Bird
Project Director
California Crime Technological Research Foundation
4433 Florin Road, Suite 90
Sacramento, California 95823

Dear Bruce:

Enclosed please find my student expense claim and copy of my return airline ticket. In addition, the evaluation of the training program has been completed and is enclosed.

The program was interesting and I learned a great deal. As a result of the seminar, we are presently in the process of adding two separate crime data summaries to our monthly precinct crime reports. I hope to work with using several of the other concepts, such as moving averages, within the next few weeks.

Basically, I believe the program would be of more benefit to a smaller department. With this department's crime data needs serving a population of one million residents and our heavy commitment to computerized data storage, I don't believe the key sort method would be as valuable as it would for a smaller department. However, I do plan to try the key sort method on some experimental projects.

It was a pleasure meeting both you and the instructors for the program.

Sincerely,

Dottie Niederkorn
Research Associate

DJN:dmw

Enclosure

Department of Police

Topeka, Kansas
66603
Fred H. Howard II
Chief of Police

MAY 16 1975

May 13, 1975

Mr. Pete Petersen
4343 Williamsbourgh Dr.
Sacramento, California 95823

Dear Mr. Petersen:

In reference to your request dated May 9, I am enclosing a copy of the agreement which indicates that I did attend the Crime Analysis Seminar in March of this year.

I found certain aspects of this seminar very informative and potentially useful. Thanks for making this seminar available to me.

Fred H. Howard
Chief of Police

Robert L. Weinkauf
Research and Planning

PUBLIC SAFETY THROUGH PUBLIC SUPPORT

City of Fargo • NORTH DAKOTA • 58102

DEPARTMENT OF POLICE
OFFICE OF THE CHIEF

April 22, 1975

Mr. Bruce Bird
Crime Analysis Training
CCTRF
4343 Williamsbourgh Drive
Suite 100
Sacramento, California   95823

REFERRED 4-30-75 TO LUNDQUIST (MCGEE REP) MINN, MINN. SUGG. BLANK KEY SORT CARDS.

Dear Bruce:

First of all, I would like to state that I did enjoy the Crime Analysis
Seminar recently held at Park City, Utah.

I am sure you had some good criticisms regarding portions of the program,
but overall I found it very interesting and informative and I certainly
do not, in any way, regret attending same.

I was especially intrigued with the 'punch-card system' - 'ice-pick'
method utilized in assembling data on cases.

I would like to conduct some experiments on my own along these lines within
this Department. We are, in fact, experiencing a rash of armed robberies
recently, which I feel would be an excellent subject for a crime analysis
approach.

Rather than investing a lot of money in designing our own card, for the present,
I would, however, like to inquire whether or not I could, perhaps, purchase
about Two Hundred (200) of your cards, one of your clippers and one of your
needls, or ice picks.

This would give me the opportunity to try it out a bit in the Department
on various problems and, if it proves successful, we can then print our own
cards and implement it further.

I am, of course, most willing to pay you whatever the costs are for the
material listed above.

If this is agreeable to you, I would appreciate receiving this material as
soon as possible.

Thank you in advance for your cooperation.

Very truly yours,

Edwin R. Anderson
Chief of Police

ERA:mde

POLICE DEPARTMENT

P. O. Box 913
POCATELLO, IDAHO 83201

JOHN PERKINS
Chief of Police

September 10, 1975

Dr. Sheldon I. Arenberg
California Crime Technological
  Research Foundation
4343 Williamsbourgh Dr.
Suite 100
Sacramento, California 95823

Dear Dr. Arenberg:

　　After returning from the Crime Analysis School in Seattle
on July 30 - August 1, 1975, the Chief and I had an in-depth
discussion on the material that was covered. He was very
impressed with the information and literature I brought back
and also with the way the school was conducted.

　　In order to aid us in our crime analysis efforts, we have
started to plan and collect data on various crimes for use
in the computer. We are going to use the system that Newton uses
in Pueblo, only we're going to let the computer do a great deal
of the work.

　　A geographic breakdown of the crimes, in quartermile sections
on each beat, will be furnished daily to every man on the street.
I certainly hope it works out.

　　The Chief also wants to set up a Criminal Intelligence File.
As all reports come to my office for analysis, he felt the crime
analysis and the gathering of criminal intelligence information
could be incorporated. Inasmuch as I have had very little experience
establishing a system for compiling this type of information, I would
appreciate it if you could give me some advice on how to do it.
Also, any samples of forms used by other agencies, or the ones you
use for teaching, that you could send would be very helpful.

Sincerely,
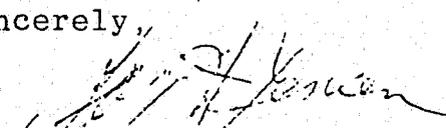
SGT. JAY H. JENSEN
Crime Prevention Bureau
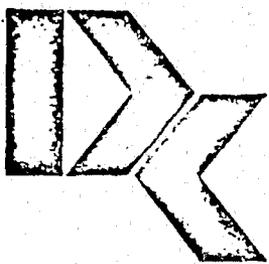
June 19, 1975

Mr. Bruce B. Bird
California Crime Technology Research Foundation
4343 Williamsborough Drive, Suite 100
Sacramento, California 95823

Dear Bruce:

I would like to extend my appreciation for the fine
job that you, Pete, and "Shel" did in conducting
the Crime Analysis Unit Seminar. You can be assured
that many of the ideas and concepts presented
will be used by the DeKalb County Police Department.
I am sure that many of the others in attendance
feel the same way.

It is persons like yourselves who will be a key
factor in upgrading law enforcement in the next
few years.

If there is anything that I or the DeKalb County
Police Department can ever do for you, please do
not hesitate to contact me.

Respectfully yours,

Stephen J. Almy
Director of Planning
DeKalb County Police Department

SJA:dtr
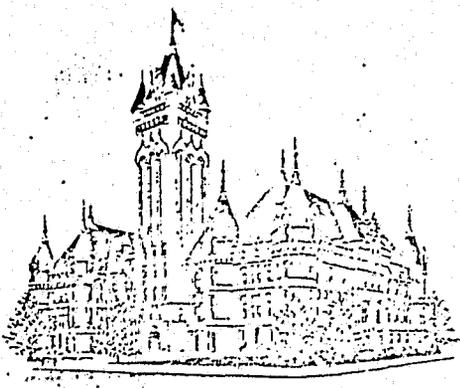
September 24, 1975

William Pete Petersen
California Crime Technical Research Foundation
4343 Williamsbourgh Dr.
Suite 100
Sacramento, California   95823

Dear Pete:

First, I'd like to express how much I enjoyed the recent crime analysis
seminar conducted in Seattle by your organization. Not only did I enjoy
it, I felt that I learned considerable amount of technique.

As I expressed to you during the symposium we are involved in a geo-coding
process that will be implemented within our criminal information system.
On the basis of this project, we are looking into any department that might
be able to give us good information relative to crime analysis. I would
appreciate it if you could advise me of any agencies that are within the
area of Reno and Sacramento and that have a crime analysis unit worth look-
ing at or a geo-coding process worth looking at.

I plan on being in Reno and Sacramento area the week of October 13 and
will have anytime during that week to make a visitation.

Based on the presentation by Fred Newton the primary goal of the trip is
to visit Pueblo, Colorado and Fred's shop. Needless to say, his presen-
tation captivated the audience and was an outstanding illustration of how
crime analysis can be a useful tool to the criminal justice system. I
have reviewed the training material in Fred's presentation a couple of times
since returning from the symposium and many of these ideas will be a part
of our future program. Again, thank you for your cooperation relative to
the questions of this letter and also thank you for an outstanding seminar.
As you well know, frequently, we attend these types of seminars and come
home with at least three days of boredom and not too terrible much infor-
mation. It was a satisfying experience to have that process reversed.

Sincerely yours,

WILLIAM J. REILLY, Sheriff
Spokane County, Washington
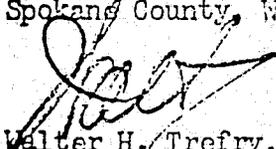
Walter H. Trefry, Sgt.
Planning & Research Officer

WHT:bja

Mayor's Criminal Justice Council
City and County of San Francisco

NOV 0 3 1975

MAYOR JOSEPH L. ALIOTO
Chairman

WILLIAM J. MALLEN
Executive Director

1182 Market Street Suite 204
San Francisco, California 94102
864-6800

Executive Committee

Ernest C. Ayala
Director
Catholic Youth Organization

Marilyn Borovoy
Private Citizen

Joseph Botka
Chief Juvenile Probation Officer

Hon. Robert Drewes
Presiding Judge, Superior Court

Hon. Dianne Feinstein
President, Board of Supervisors

Hon. John Jay Ferdon
District Attorney

Hon. Terry Francois
Member, Board of Supervisors

Marvin Cardoza
President, Police Commission

Hon. Charles Egan Goff
Presiding Judge, Municipal Court

Hon. Richard Hongisto
Sheriff

Warren Jenkins
Chief Adult Probation Officer

Samuel Martinez
Member, Board of Education

Hon. Francis Mayer
Presiding Judge, Juvenile Court

Thomas Mellon
Chief Administrative Officer

Ernest Mitchell
Executive Director
Bayview-Hunters Point Foundation

Hon. Alfred J. Nelder
Member, Board of Supervisors

Wendy Nelder
Attorney-at-Law

Hon. Robert Nicco
Public Defender

Donald M. Scott
Chief of Police

October 31, 1975

Mr. Pete Peterson
California Crime Technological
Research Foundation
4343 Williambourgh Dr.   Suite 100
Sacramento, California 95825

Dear Pete:

Please find enclosed the forms and vouchers required for reimbursement for expenses incurred at this week's crime analysis seminar in Las Vegas.

Again I wish to express my gratitude to you and your staff for conducting such an outstanding training session. I am sure all of the participants will benefit tremendously from their newly acquired knowledge.

Please stop by and visit us the next time you are in San Francisco.

Very truly yours,

Lawrence J. Funk

LJF/mk
Encl.
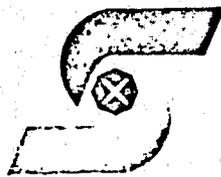
October 31, 1975

Mr. Gerald Caplan, Director
National Institute of Law Enforcement
 and Criminal Justice
633 Indiana Avenue, N.W.
Washington, D.C.   20530

SUBJECT: CRIME ANALYSIS UNIT SEMINAR

I recently attended the Crime Analysis Unit Seminar being conducted
by the California Crime Technological Research Foundation under the
auspices of NILECJ. I found the seminar very informative and well-
run.

It is my hope that NILECJ plans to conduct further CAU seminars to
enable more police agency personnel to learn about crime analysis.
I know many agencies wanted to send more people, even at their own
expense. Please advise us regarding any plans you may have for
continuing this valuable project.

In addition, a state-of-the-art study on crime analysis systems
would be highly useful. In March, 1974, the "Report on Latent
Fingerprint Identification Systems" was published by Project SEARCH
under the auspices of NILECJ. This type of report on crime analysis
units throughout the United States would be useful for any police
department needing detailed information on the experiences of other
police departments which are using or have tried crime analysis as
a formalized process for information handling.

Thank you for your consideration of the above.

J. A. CECCHETTI
CHIEF OF POLICE
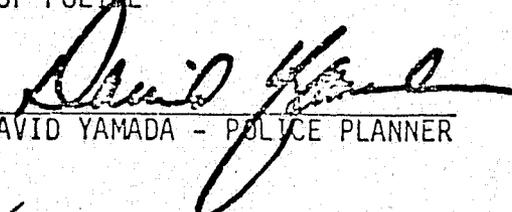
By: DAVID YAMADA - POLICE PLANNER

dy/jeh
cc: B. Bird - CCTRF

'Stockton... Someplace Special!'

EXHIBIT #8

CRIME ANALYSIS PROCESS
STUDENT INFORMATION SHEET

NAME: AGE:

AGENCY: RANK OR TITLE:

Check box most accurately showing highest education received.

8th   ∕_∕   High   ∕_∕   A.A. ∕_∕   B.S. or ∕_∕   Masters ∕_∕   Ph.D. ∕_∕
Grade   School   B.A.

Are you presently going to school? ∕_∕ Yes   ∕_∕ No

If so, what courses _____

What is your major or goal _____

How long a Policeman _____ Sheriff's Deputy _____ Other _____

How long with this Dept. _____ How many other Dept. _____

Number of years in:

    Patrol _____   Research & Development _____

    Records _____   Intelligence _____

    Juveniles _____   Courts _____

    Detectives _____

    Others (define) _____

Current Assignment?   How long? _____

Does your agency have a Crime Analysis Unit or a similar function
currently operating? ∕_∕ Yes   ∕_∕ No

If yes, is it automated? ∕_∕ Yes   ∕_∕ No

Are your Department's records (arrest, incident, follow-up, etc.)
computerized? ⬭ Yes   ⬭ No

If yes, is the computer owned by the Department ⬭ or shared ⬭

What is the number of sworn personnel in your Department?_____

What is the approximate population of the community served
by your agency? _____

What type of government exists in the community which you serve?

City Manager _____   Mayor _____   City Council _____

County Board of Supervisors _____

Combination or Other (Describe) _____

EXHIBIT #9

RESULTS OF STUDENT INFORMATION SHEET

The Student Information Sheet was mailed to each participant prior to his
attendance at the training seminar in his local region. Below is the
compilation of the responses received. Of the 325 questionnaires used
in developing these figures, certain discrepancies may be noted on an
individual item. If so, it is due to one of the following reasons (1)
the question was not applicable to the respondent; (2) the question was
left unanswered; (3) the answer was not clearly defined.

It is interesting to note that half of the participants had been involved
in crime analysis for less than one year. The remainder had been involved
for only five years or less. The largest single grouping showing length of
employment in law enforcement was those employed 5 years or less (31%).

Sixty-five percent of the responses indicated that the participants' agency
had a Crime Analysis Unit or similar operation. However, as the staff had
an opportunity to acquaint themselves with the various students and their
local operations, these responses were clarified. It was found that the
majority of agencies had in fact only a capability to compile statistical
reports, such as Uniform Crime Reports, monthly and annual tabulations,
annual percent increases/decreases of specific crimes, etc. Comparitively
few had an on-going process of any sophistication which provided the capa-
bility of projecting crime trends and locations, evaluated programs, provided
support to detectives or patrol or developed information of significance
for more effective manpower deployment or techniques.

A review of the number of attendees by states represented reveals inappro-
priate ratios. The selection of attendees was overseen by the LEAA Regional
Offices. Factors which may have influenced the ratios are – locations of
courses, responsiveness of State & Regional Planning Agencies, "political"
influences, departments needs and interests, etc. The design and funding
of the course, however, allowed for a very limited number of people having
exposure to the training seminars.

1. Does your agency have a Crime Analysis Unit or a similar function currently operating? (Excluding State and Federal agencies)

	Percentages	Responses
Yes	65%	127
No	35%	69
Not applicable	–	117

2. Department utilized computers. (Excluding State and Federal agencies)

Yes	49%	115
No	51%	119
Not applicable	–	78

3. Agency has crime analysis function computerized. (Excluding State and Federal agencies)

Yes	25%	63
No	75%	191
Not applicable	–	58

4. Time employed in law enforcement

0-5 years	31%	93
6-10 years	17%	51
11-15 years	19%	56
16-20 years	19%	57
21 or more	14%	42

5. Time in crime analysis assignment. (Excluding Federal and State agencies)

0-1 year	50%	43
2-5 years	49%	42
5-10 years	1%	1

6. Education completed

High School	23%	70
Associate Arts	22%	68
Bachelor	32%	98
Masters	21%	66
Ph.D. (equiv.)	2%	7

7. Age group of attendees

20-30 years	22%	59
31-40 years	45%	124
41-50 years	25%	68
Over 50	8%	23

8. Number of attendees based on agency size. (Excluding State and Federal agencies)

# of Sworn Personnel	Percentages	Number
Under 25	2%	5
26-50	10%	25
51-75	9%	20
76-100	10%	22
101-150	15%	33
151-250	11%	26
251-500	18%	42
501-1,000	13%	30
1,001 - 5,000	8%	19
5,001 - 10,000	3%	2
Over 10,000	1%	1

9. Number of attendees by agency type. (Excluding Federal and State agencies)

Police Department	66%	212
Sheriff Office	5%	19
District Attorney	1%	2
State Police	6%	20
LEAA	2%	5
Other state agencies	13%	42
Other agencies	7%	22

10. Number of attendees by size of community represented. (Excluding Federal and State agencies)

Under 25,000	5%	12
25,001 - 50,000	17%	39
50,001 - 100,000	21%	48
100,001 - 250,000	27%	61
250,001 - 500,000	19%	44
500,001 - 1,000,000	6%	13
Over 1,000,000	5%	10

11. Number of attendees by state or territory.

Alabama	5
Alaska	3
Arkansas	6
Colorado	16
Connecticut	3
Delaware	8
District of Columbia	4
Florida	3
Georgia	6
Idaho	6
Indiana	8
Iowa	12

Kansas	9
Kentucky	7
Louisiana	9
Maine	5
Maryland	1
Massachusetts	21
Michigan	6
Minnesota	7
Mississippi	3
Missouri	7
Montana	8
Nebraska	7
New Hampshire	3
New Jersey	19
New Mexico	2
New York	17
North Carolina	5
North Dakota	4
Ohio	5
Oklahoma	5
Oregon	10
Pennsylvania	1
Rhode Island	1
South Carolina	6
South Dakota	4
Tennessee	5
Texas	12
Utah	12
Vermont	4
Virginia	7
Washington	16
West Virginia	1
Wisconsin	4
Wyoming	5
Puerto Rico	4
Virgin Islands	4
California	24
Nevada	10
Hawaii	3
Arizona	4

WELCOME

WE HOPE YOUR PARTICIPATION IN THE CRIME ANALYSIS PROCESS SEMINAR
WILL BE A MEANINGFUL EXPERIENCE. WE REALIZE THAT ALL DEPARTMENTS
HAVE USED CRIME ANALYSIS IN SOME FORM. OUR OBJECTIVE IS TO INTRO-
DUCE CONCEPTS, TECHNIQUES AND OPERATIONAL FACTORS TO ASSIST YOU
TO FORMALIZE THE PROCESS IN ORDER TO MAXIMIZE THE POLICE EFFORT.
CRIME, BEING WHAT IT IS TODAY, REQUIRES US TO DIRECT OUR EFFORTS
TOWARDS COST EFFECTIVE USE OF MANPOWER AND EQUIPMENT RELATING
TO SPECIFIC LOCAL FACTORS. PLEASE FEEL FREE TO ASK QUESTIONS
AND TAKE AN ACTIVE PART IN CLASS DISCUSSIONS.

A TRAINING WORKBOOK ON

"THE CRIME ANALYSIS PROCESS"

PRESENTED BY

THE CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION
UNDER LEAA GRANT #75TN-99-0002

CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION

BACKGROUND AND GENERAL DESCRIPTION

In 1967 the California Crime Technological Research Foundation was created. Thus California became the first state to recognize the importance of technological research and development in combatting crime.

CCTRF's goals are to stimulate, encourage, conduct, evaluate, and sponsor research and development in the field of scientific and technological aids for the prevention and detection of crime, the apprehension and treatment of criminals, and the improvement of the administration of law enforcement in California.

While CCTRF's primary goal is to reduce crime in California, it is almost unlimited in its means to accomplish this goal, because of its nature as both a public corporation and a State agency.

The unique character gives CCTRF the following powers, to:

1. Hold, invest, reinvest and use real or personal property.

2. Accept contributions.

3. Enter into contracts with the Federal and State Governments, political subdivisions of the State, educational institutions, and private industry.

4. All the powers of a State agency. These powers permit CCTRF to attack any problem facing California's criminal justice system.

CCTRF is guided by a 20-member Board of Directors made up of leaders from all sectors of the State government, law enforcement, academic, business and industry, and the general public. The Board has the responsibility to guide CCTRF in its short term goals and develop its long term objectives. Members of the Board are appointed by the Governor with the advice and consent of the Senate.

CCTRF is nationally and internationally recognized as a forerunning agency in the field of advanced research and development for the criminal justice system. CCTRF's work in advanced laser technology for prison security, as well as construction site security; its work in building security; and its participation in Project SEARCH have been among some of the projects responsible for CCTRF's reputation.

CCTRF's efforts thus far have been responsible for an influx of federal dollars and national and international expertise into California. However, the potential of scientific and technological research and development to solve problems facing the criminal justice system has just barely been exploited. CCTRF's ultimate goal is to derive every possible benefit that science and technology has to offer criminal justice and thereby the people of California.

4343 Williamsbourgh Drive, Suite 100
Sacramento, California 95823

CRIME ANALYSIS TRAINING STAFF

Project Director

BRUCE B. BIRD - As Criminal Justice Specialist for the State of
California, he had managed and worked on other national projects
such as the Interstate Organized Crime Index, the Offender Based
State Corrections Information System and the Criminalistics
Laboratory Information System, etc., prior to being assigned
as the Project Director of the Crime Analysis Training Project.

Prior to working at CCTRF, Bruce was a Field Deputy for the
California State Attorney General assigned to the Crime Preven-
tion Division. He has a total of approximately 12 years experience
in the Criminal Justice field including planning, consulting, and
probation.

Assistant Project Director

WILLIAM "PETE" PETERSEN - Prior to being hired as the Assistant
Project Director, Pete managed five criminal intelligence courses
for the Organized Crime and Criminal Intelligence Branch of the
California Department of Justice. In addition to his involvement
in the intelligence and training field, he has over 18 years
experience with the California Highway Patrol.

Lecturer

SHELDON I. ARENBERG - Shel possesses a Ph.D. in Applied Mathematics
and has an interesting and varied background of involvement. In
the past 6 years, however, he has concentrated his work in the
Criminal Justice field and is recognized as an expert in the
analysis, collection and utilization of crime information. He
has experience in crime prevention and apprehension, organized
crime control, management of riots and disorders and the design
of information systems for law enforcement agencies.

In addition to working for CCTRF he has served as a consultant
and instructor for universities, industry, governmental agencies
and private consultant firms.

CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION

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Sacramento, California   95823

CRIME ANALYSIS TRAINING SCHEDULE

DAY 1	DAY 2	DAY 3
0900-1000 BIRD COURSE INTRODUCTION	0830-0930 ARENBERG USE OF DATA	0830-1000 PETERSEN PRESENTATION & CRITIQUE OF PRACTICAL EXERCISE
	0930-0945 BREAK	
1000-1015 BREAK	0945-1200 BIRD PRACTICAL EXERCISES (KEY SORT)	1000-1015 BREAK
1015-1200 ARENBERG AN OVERVIEW OF CRIME ANALYSIS		1015-1115 GUEST SPEAKER
		1115-1300 BIRD SUMMARY AND COURSE ADMINISTRATION
1200-1315 LUNCH	1200-1315 LUNCH	
1315-1500 ARENBERG INTRODUCTION TO BASIC ANALYSIS TECHNIQUES	1315-1415 PETERSEN ORGANIZATIONAL CONCEPTS	
	1415-1515 ARENBERG THE EVALUATION PROCESS	
1500-1515 BREAK	1515-1700 BREAK	
1515-1700 ARENBERG INTRODUCTION TO BASIC ANALYSIS TECHNIQUES	1515-1700 PETERSEN PRACTICAL EXERCISE PLANNING THE CRIME ANALYSIS UNIT	

TABLE OF CONTENTS

CRIME ANALYSIS SEMINAR

SESSION NO. 1

Title: Class Introduction & Organization

Description: Representatives from the regional LEAA office and the Project Staff will welcome the students to the Crime Analysis Unit program, describing LEAA's interests and role in such training. Each student will briefly introduce himself to the class. Basic matters regarding logistics will be cared for.

SESSION NO. 2

Title: Course Overview

Description: A general introduction to crime analysis will be presented including discussion of its utility; its input, processing and output requirements; and considerations in organizing and evaluating a Crime Analysis Unit.

SESSION NO. 3

Title: Introduction to Basic Crime Analysis Techniques

Description: Students will be introduced to simple, but practical crime analysis techniques; including descriptive statistics, map methods, data enrichment, M.O. analysis, resource management, ratio analysis and prediction techniques. This session will be a mix of lectures and in-class practexes.

SESSION NO. 4

Title: Crime Analysis Unit Organizational Factors

Description: Types and levels of skills required to meet the objectives of a Crime Analysis Unit will be discussed. Factors such as automation, sworn-unsworn personnel mixes and unit location with the sponsoring agency will be covered. Operational examples will be presented.

SESSION NO. 5

Title: CAU Evaluation Techniques

Description: The necessity and means for evaluating the operational effectiveness of a CAU will be discussed. Both the internal and external impact of the unit will be examined. Quantitative approaches to the evaluation of performance will be addressed.

SESSION NO 6

      Title: Planning the Crime Analysis Unit
Description: Teams will develop a conceptual model of a Crime
                    Analysis Unit. Goals, agency size and structure,
                    community, finances, etc. will be considered.
                    The model will be developed from information on
                    the hypothetical town and police department of
                    "Target Town" contained in the workbook.

SESSION NO. 7

      Title: Justifying A Crime Analysis Unit
Description: Successful methods for "selling" a CAU to a parent
                    organization will be discussed. Pertinent data and
                    other considerations necessary to justify a CAU will
                    be delineated. An operational unit will be used as
                    the basis of this session.

SESSION NO. 8

      Title: Summary
Description: This session will provide a review of the major
                    issues developed in furtherance of course objectives.
                    Closing discussions, questions and answers and
                    course critique will be elicited.

INTRODUCTION TO CRIME ANALYSIS

CRIME ANALYSIS: A FORMAL DEFINITION

Crime analysis is a set of systematic
analytical processes directed towards
predicting criminal trends (in both
individual and aggregate situations)
for the purpose of reducing crime in
a cost - effective manner.

CRIME ANALYSIS: BASIC APPLICATIONS

- Increase the number of cases cleared by arrest

- Provide investigative leads to detectives

- Improve operational data for patrol

- Furnish support data to public awareness and involvement programs

- Supply law enforcement related data to urban planning, building permits and codes, transportation systems, construction, etc.

- Identify evolving or existent crime patterns

- Yield substantive data for effectiveness measures of specific programs and/or agency's policies and/or procedures

- Provide supporting data for recommended crime control programs

- Furnish trend data for law enforcement planning, targeting, budgeting, and resource allocation

CRIME ANALYSIS: THE ELEMENTS

- Data Collection - the gathering of
  specified raw data including, but
  not limited to, crime reports and
  known offenders

- Data Collation - the indexing, sorting
  and storage of raw data to support
  direct retrieval and data analysis

- Data Analysis - various data processes
  and organizational schemes to identify
  patterns

- Recommendations and Dissemination -
  advice founded on the data analysis and
  the distribution of same, either written
  or verbally, within the parent and other
  organizations on a timely basis

- Implementation - the process of putting
  the recommendations into operation

- Evaluation - the detailed assessment of
  change resulting from the implementation
  and identification of the controllable
  factors causing the change

CRIME ANALYSIS: REASONS FOR A FORMAL PROCESS

- Increases objectivity

- Enables better coordination between operational units

- Centralizes analytic function with assigned responsibility

- Facilitates intra & inter-agency communication

- Reduces time required to determine patterns

- Improves capability to identify trends

DATA COLLECTION

A limited list of sources of data*

INTERNAL TO THE LAW ENFORCEMENT AGENCY

- Crime reports

- Field interviews

- Communication records

- Intelligence

- Administrative data

EXTERNAL TO THE LAW ENFORCEMENT AGENCY

- Other law enforcement agencies

- Other criminal justice
  agencies

- Social data

- Economic data

- Census data

- Planning data

*The student is urged to expand this list to
meet his/her agency's needs
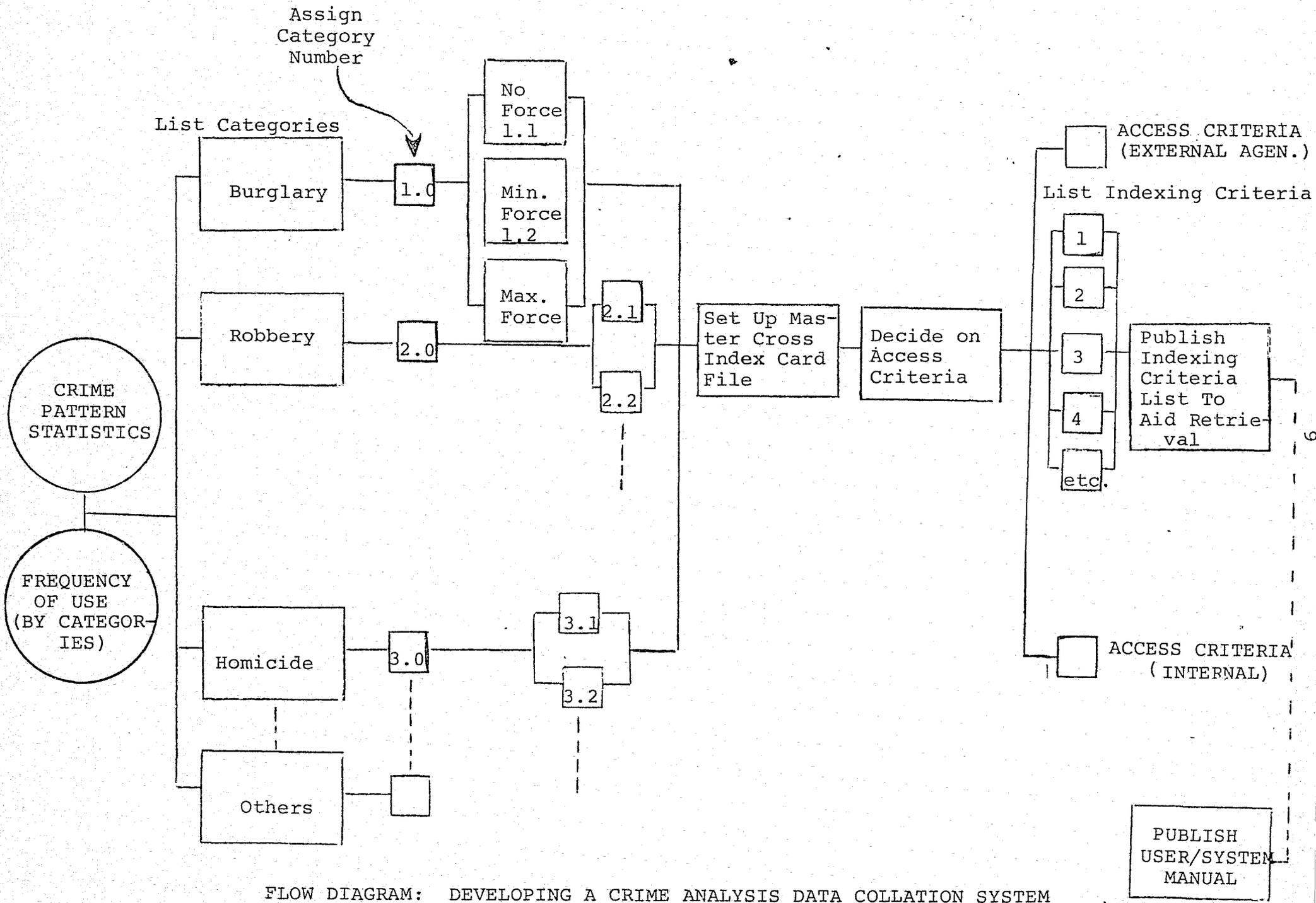
FLOW DIAGRAM: DEVELOPING A CRIME ANALYSIS DATA COLLATION SYSTEM

BASIC ANALYTICAL TOOLS*

- Statistical

- Probabilistic

- Logic

- Correlations

- Graphical

- Allocations

- Factor Analysis

- Extrapolations

* The analytical tools listed here are
  considered basic to any crime analysis
  unit. However, there are many more
  and the student is encouraged to ex-
  pand this list of tools to meet his/
  her personal and/or agency needs

VENN DIAGRAMS, FREQUENCY TABLES AND PROBABILITY

VENN DIAGRAMS, FREQUENCY TABLES AND PROBABILITY

To develop some important notions related to the manipulation
of probabilities, consider the following simple example while
keeping in mind the similarity of techniques in establishing
M.O. or clearing cases by analysis. A group consists of ten
people, four men and six women. Three of the four men smoke,
as do two of the six ladies. In formal terms, we can call
the group a sample space which includes ten elements. The
sample space (or another term, universal set, U) can be
broken down into four subsets, men, women, smokers, and non-
smokers. Note that the subsets "men" and "women" are non-
intersecting and may be defined as mutually exclusive; in
practical terms this means that there can be no single element
that has both the characteristics "male" and "female". The
same is true of the subsets "smokers" and "nonsmokers". How-
ever, other subsets such as "male" and "smoker", for example,
are not mutually exclusive since one person can possess both
characteristics.

The situation described above can be seen more readily by
drawing a Venn diagram which shows the relationships among
the subsets, or by constructing a table showing the number of
people in each category. See Figure A and Table I.

Persons 1,2, and 3 in the Venn diagram can be identified as
the three male smokers in the M,S cell of the frequency table.
Similarly, person number 6 is the one male nonsmoker in the
M,NS cell, etc. It is not necessary to identify each element
in the Venn diagram with a specific number, but using such a
procedure here will help you understand the following.

MARGINAL PROBABILITY

From the frequency table one can easily find, for example,
the probability of choosing a male from the group by a method
where every person in the group has an equal chance of being
chosen. Since four of the ten people are males, the proba-
bility is 4 in 10 that a person, so selected, would be made.
To familiarize you with the common symbols that are used in
such calculations, let's summarize the previous sentence as:

$$P(M) = \frac{n(M)}{n(U)} = \frac{4}{10}$$

where n is read as "the number of"

Thus, the probability of a male is the number of elements in
the subset M divided by the number of elements in the univer-
sal set U. This probability, and any other one that includes

	SMOKERS (S)	NON SMOKERS (NS)	
MALES (M)	3	1	4
FEMALES (F)	2	4	6
	5	5	10

TABLE 1

ALL MALES

1 – 2 – 3

ALL SMOKERS

4-5

6

ALL NON-SMOKERS

7-8-9-10

ALL FEMALES
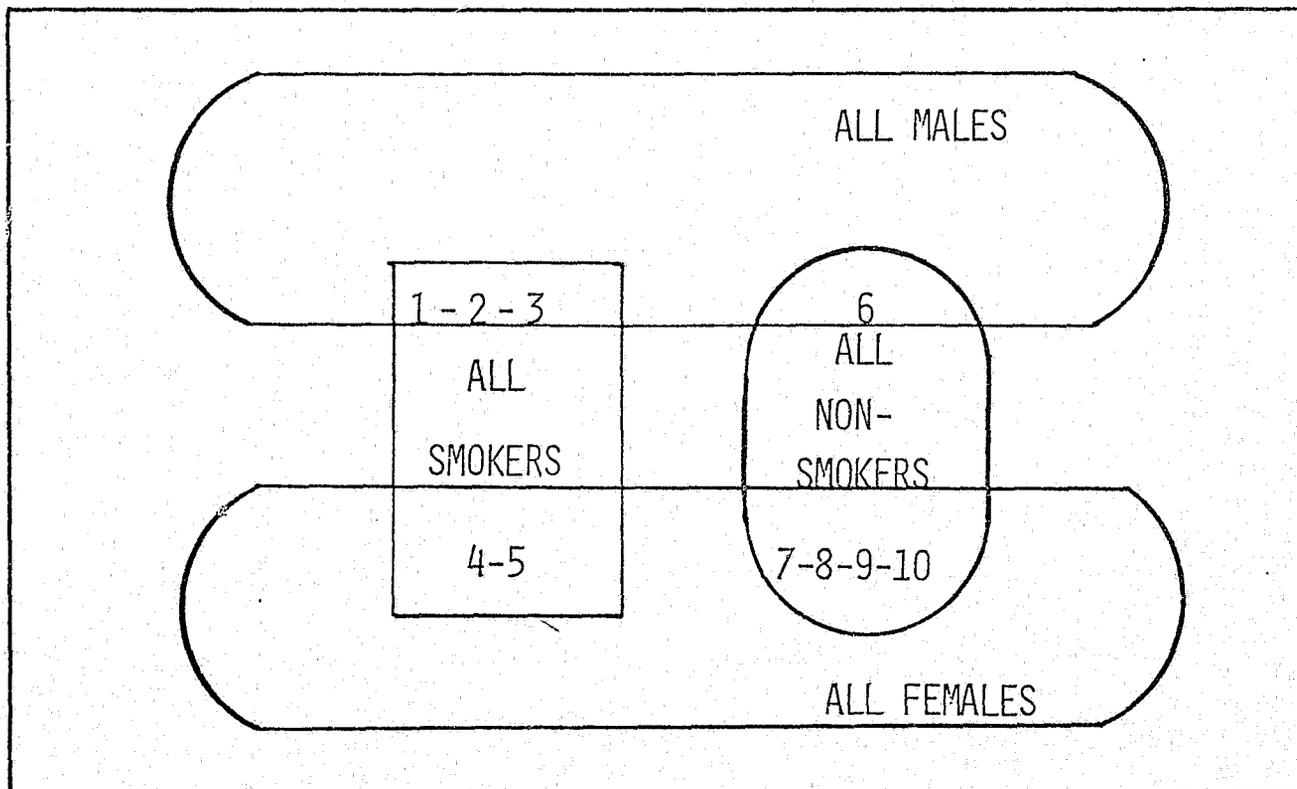
FIG. A

the number of elements in a single category of classification
is known as the marginal probability. The term relates to
the fact that the numbers in the numerator are to be found
in the margins of the frequency table.   Other marginal proba-
bilities from the table are:

$$P(F) = \frac{n(F)}{n(U)} = \frac{6}{10}$$

$$P(S) = \frac{n(S)}{n(U)} = \frac{5}{10}$$

$$P(NS) = \frac{n(NS)}{n(U)} = \frac{5}{10}$$

JOINT PROBABILITY

A joint probability is one that relates to more than one
category of classification. The probability of M and S is
the number of individuals who are male and smokers divided by
the number in the universal set. Since there are three male
smokers:

$$P(M \text{ and } S) = \frac{n(M \text{ and } S)}{n(U)} = \frac{3}{10}$$

Similarly:

$$P(F \text{ and } S) = \frac{n(F \text{ and } S)}{n(U)} = \frac{2}{10}$$

$$P(M \text{ and } NS) = \frac{n(M \text{ and } NS)}{n(U)} = \frac{1}{10}$$

$$P(F \text{ and } NS) = \frac{n(F \text{ and } NS)}{n(U)} - \frac{4}{10}$$

CONDITIONAL PROBABILITY

A conditional probability is contingent upon or conditioned
by prior knowledge. Suppose someone picked a person from the
group of ten and said, "The person I picked is a male what's
the probability that he's a non-smoker?" Looking at the
frequency table down the column headed "male", one observes
that only one of the four males is a non-smoker. Therefore,
the probability that the person picked would be a non-smoker
given that he was a male would be:

$$P(NS \mid M) = \frac{n(NS \text{ and } M)}{n(M)} = \frac{1}{4}$$

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The vertical line dividing NS from M is read "given". Thus, the probability of a non-smoker given male is equal to the number of elements in the intersection of "non-smoker" and "male" divided by the number of elements in "male".

Similarly:

$$P(NS \mid F) = \frac{n(NS \text{ and } F)}{n(F)} = \frac{4}{6}$$

$$P(M \mid S) = \frac{n(M \text{ and } S)}{n(S)} = \frac{3}{5}$$

Cut sixteen 3x5 cards in half like this.
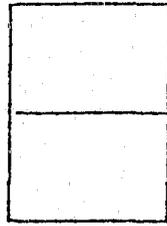
Take one of the 32 cards produced and punch
a row of five holes along each of the two
longer edges. The holes should be spaced
about half an inch apart.
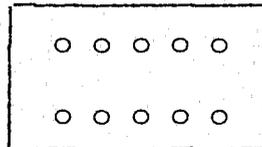
Using this card as a stencil, punch the other
31 cards to match it. Three cards can easily
by punched at a time. Number the cards from
0 through 31. The five holes in each row
represent the first five numbers of the binary
sequence:

16   8   4   2   1.

Write the number 1 above the appropriate holes
along the upper edge and below the corresponding
holes along the lower edge of each numbered card
to represent the matching binary numeral. For
example, on card number 11, write "ones" at the
holes representing 1,2, and 8.
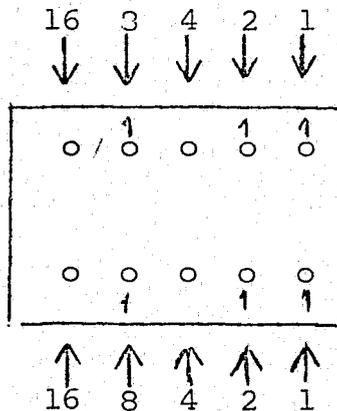
Along the top edge of each card, cut out the
space above each hole marked with a "one".
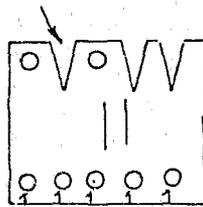
Then do just the opposite along the lower
edge, that is, cut out the space below the
holes that are not marked with a "one".
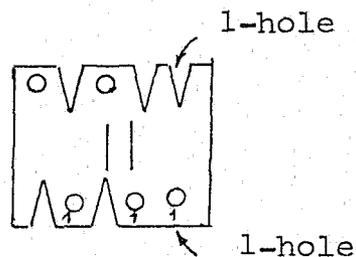
The cards are now ready to use. Shuffle
them up, being careful that none get turned
upside-down. Make two hooks something like
this, out of paper clips.
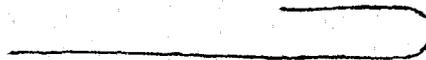
Stick the hooks through the 1-holes (on the
upper and lower right) and lift up slowly.
Half of the cards will be pulled up by one
hook and the other will be held back by the
other. Slide the cards that came up off
the hook. Put these cards on top of the
other cards that had remained behind. Now
stick the two hooks through the 2-holes and
carry out the same procedure. Repeat with
the remaining thee pairs of holes (going
from right to left) and you should end up
with the cards in correct order from 0 to 31.

DEFINITION OF AN EVENT

Let us consider an urn containing six balls, of which two are white. Let the balls be numbered 1 to 6, the white balls being numbered 1 and 2. Let two balls be drawn from the urn, one after the other; the first ball drawn is not returned to the urn before the second ball is drawn. The resultant possibilities (technically called the "set") are:

(1,2)	(1,3)	(1,4)	(1,5)	(1,6)
(2,1)	(2,3)	(2,4)	(2,5)	(2,5)
(3,1)	(3,2)	(3,4)	(3,5)	(3,5)
(4,1)	(4,2)	(4,3)	(4,5)	(4,6)
(5,1)	(5,2)	(5,3)	(5,4)	(5,6)
(6,1)	(6,2)	(6,3)	(6,4)	(6,5)

Now some events are (i) the event that the ball drawn on the first draw is white, (ii) the event that the ball drawn on the second draw is white, (iii) the event that both balls drawn are white, (iv) the event that the sum of the numbers on the balls is 7, (v) the event that the sum of the numbers on the balls drawn is less than or equal to 4.

The mathematical formulation that we shall give of the notion of an event depends on the following fact. For each of the events just described, there is a set of descriptions such that the event occurs if and only if the observed outcome of the two draws has a description that lies in the set. For example, the event that the ball drawn on the first draw is white can be reformulated as the event that the description of the out-come of the experiment belongs to the set (1,2), (1,3), (1,4), (1,5), (1,6), (2,1), (2,3), (2,4), (2,5), (2,6). Similarly, events (ii) to (v) described above may be reformulated as the events that the description of the outcome of the experiment belongs to the set (ii) (2,1), (3,1), (4,1), (5,1), (6,1), (1,2), (3,2), (4,2), (5,2), (6,2); (iii) (1,2), (2,1); (iv) (1,6), (2,5), (3,4), (4,3), (5,2), (6,1); (v) (1,2), (2,1), (1,3), (3,1).

DEFINITION OF SIMPLE PROBABILITY

$$\text{Probability of an event} = \frac{\text{number of ways in a set an event can occur}}{\text{number of ways all events in a set can occur}}$$

To illustrate this simple rule, let's refer to the urn above
and compute the probability of (i) through (v):

$$\text{Probability that event (i)   occurs} = \frac{10}{30} = \frac{1}{3}$$

$$\text{Probability that event (ii) occurs} = \frac{10}{30} = \frac{1}{3}$$

$$\text{Probability that event (iii) occurs} = \frac{2}{30} \quad \frac{1}{15}$$

$$\text{Probability that event (iv) occurs} = \frac{6}{30} \quad \frac{1}{5}$$

$$\text{Probability that event (v)   occurs} = \frac{4}{30} = \frac{2}{15}$$

Note that the value of a probability never exceeds the value
1 or is less than 0. When the value is 1, the event is called
certain--a sure bet. When the value is 0, the event is called
null--a sure bet that it will never happen. Note also that
the sum of the probabilities of an event occurring and the
event not occurring is always equal to 1--a sure bet that some-
thing will happen.

THE AVERAGE

Beware the term "average" which is not described. It is a
trick commonly used, sometimes in innocence (often on one-
self) but, frequently in guilt. When you are told that some-
thing is an average, you still don't know very much about it
unless you can find out which of the common kinds of averages
it is--mean, median, or mode.

Rather than belabor you with mathematical definitions of each
kind of average, let's try to exemplify each to give you a
feeling for the differences. Suppose that you belong to an
organization that had the following salary distribution among
its staff of 25:

Number of people receiving a salary of	Salary
1	$45,000
1	15,000
2	10,000
1	5,700
3	5,000
4	3,700
1	3,000
12	2,000

The boss might like to express the situation as "average wage $5,700--using the deceptive mean. (He added up all the salaries and divided by 25). The mode, however, is more revealing: most common rate of pay in this organization is $2,000. As usual, the median tells more about the situation than any single figure; half the people get more that $3,000 and half get less.

To compute each of the above averages, apply the following:

- The <u>mean average</u> of a group of items may be obtained by adding all items together and dividing the total by the number of items used.

- The <u>median average</u> is the value of the middle item when the items are arranged according to size. If there is an even number of items, the midpoint is taken as the mean average of the two central items. Note that the mean is a calculated average whereas the median is an average of position.

- The <u>mode</u> is the most frequent, or most common value, of a set of items.

TRENDS

A continuous demand placed on law enforcement is to establish trends based on present and past data. In other words, where are things going? What can we expect? Are things getting better or worse?

The utility of such predictions are many. The basic uses are budget oriented, allocation of resources, and measuring operational effectiveness.

Statisticians have developed many techniques to estimate trends over time. The more commonly employed techniques, within law enforcement, are:

- Freehand
- Semi-average
- Moving average
- Least squares

FREEHAND

To fit a trend by the freehand method, draw a line through a graph of the data in such a way as to describe what appears to the eye to be the long period movement. The drawing of this line need not be strictly freehand but may be accomplished with the aid of a straight edge or a "French" curve.

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SEMI-AVERAGE

In this procedure, the data are split into two equal parts and the figures in each half are mean averaged. The mean averages, thus obtained, are plotted at the center of their respective periods and a straight line is then drawn through the two points.

MOVING AVERAGE

In the moving average method, the trend is described by smoothing out the fluctuations of the data. The moving average is a series of successive averages secured from a series of items by dropping the first item in each group (mean) averaged and including the next in the series--thus obtaining the next average. As an example, let's look at a three item moving average shown below (you may use any number of items dependant on the smoothness of the average desired). The first three numbers (3,5,7) are added (the total is entered in column 2 next to the middle item of the group). The first number (3) is then replaced by the next number (in this case, 10) and the process is continued until the entire series has been included. Each total is then divided by three (because we chose a 3 item interval) and the resulting mean averages are placed in column 3.

(1) Values	(2) 3 Item Moving Total	(3) 3 Item Moving Average
3		
5	15	5.00
7	22	7.33
10	29	9.67
12	36	12.00
14	41	13.67
15	46	15.33
17		

The fluctuations caused by seasonal cycle in a crime-time series (such as summer-burglary or Christmas-shoplifting) may be removed or partially eliminated by including in the moving average a number of items (years) equal to the length of the cycle which is evident in the data. The cyclical fluctuations will thus be smoothed out and a better measure of trend obtained.

LEAST SQUARES

The least squares method is not explained here because of the
required mathematical exposition. However, any trained
statistician is aware of the method and you are urged to seek
him/her out and get some personal training. The method has
three decided advantages over the previous techniques. The
method expresses the trend in the form of a mathematical
formula which may be easily interpreted. Results obtained
under the method are definite and independent of any sub-
jective estimate on the part of the statistician. The result-
ing equation is in convenient form for extrapolation (future
or past).

President Straightarrow has applied his firm hand in attempting to stop the flow of heroin from Mexico. He has ordered the U.S. Customs, the Postal Service, Department of Defense, and FAA to stop everything and everybody moving from Mexico and conduct a thorough search for this dangerous narcotic. His goal is to drive the street price up and out of reach and force the users to seek medical help. The going price, at the start of the program, was $50/gram.

After three months of this intense blockade, law enforcement officers were sent into the streets to make "buys". The following prices were paid throughout the state:

City A - $40/gram

City B - $60

City C - $48

City D - $45

City E - $70

City F - $45

City H - $61

City I - $65

City J - $80

City K - $45

City L - $49

Was President Straightarrow's goal achieved using the "average" price as a measure of effectiveness?

Median Average = _____

Modal Average = _____

Mean Average = _____

INFORMATION INPUT FOR TIME-SERIES ANALYSIS

During the year 1973, the average number of burglaries reported each month on Erie's Island was 100.

On January 1, 1973, the Erie Island Police Department initiated a program of registering and identifying personal property. The program was initiated in selected sections of the city on an experimental basis.

Participation in the program by property owners increased steadily through the first nine months of 1973.

The number of burglaries reported each month through the first nine months of 1973 is shown below:

January	95
February	102
March	88
April	90
May	73
June	94
July	85
August	75
September	69

1. What is your estimate of the general trend of burglaries for the last quarter of 1973?

2. What is your estimate for burglaries in November 1973?

EXAMPLES OF MOST

COMMONLY EMPLOYED

GRAPHICAL TECHNIQUES

TO ILLUSTRATE TABULAR

DATA
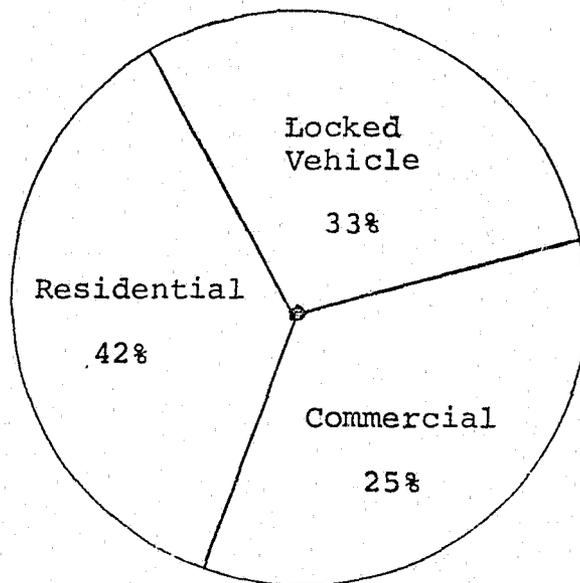
Fig. 1 Pie chart representing fictitious burglary in
an American community

Fig. 2   Frequency table of felonies by day and shift

	Day Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Totals	Percentage
Shift									
0001 - 0800	36	42	46	54	54	62	66	360	20.5
0801 - 1600	60	69	77	90	92	103	109	600	34.1
1601 - 2400	80	92	103	120	122	138	145	800	45.4
Totals	176	203	226	264	268	303	320	1760	
Percentage	10	11.5	12.8	15	15.3	17.2	18.2		

GRAPHICS B

FIG. 3 A TYPICAL BAR CHART

GRAPHICS C

Number of years stated

Number of suicides occurred

Number of suicides per year
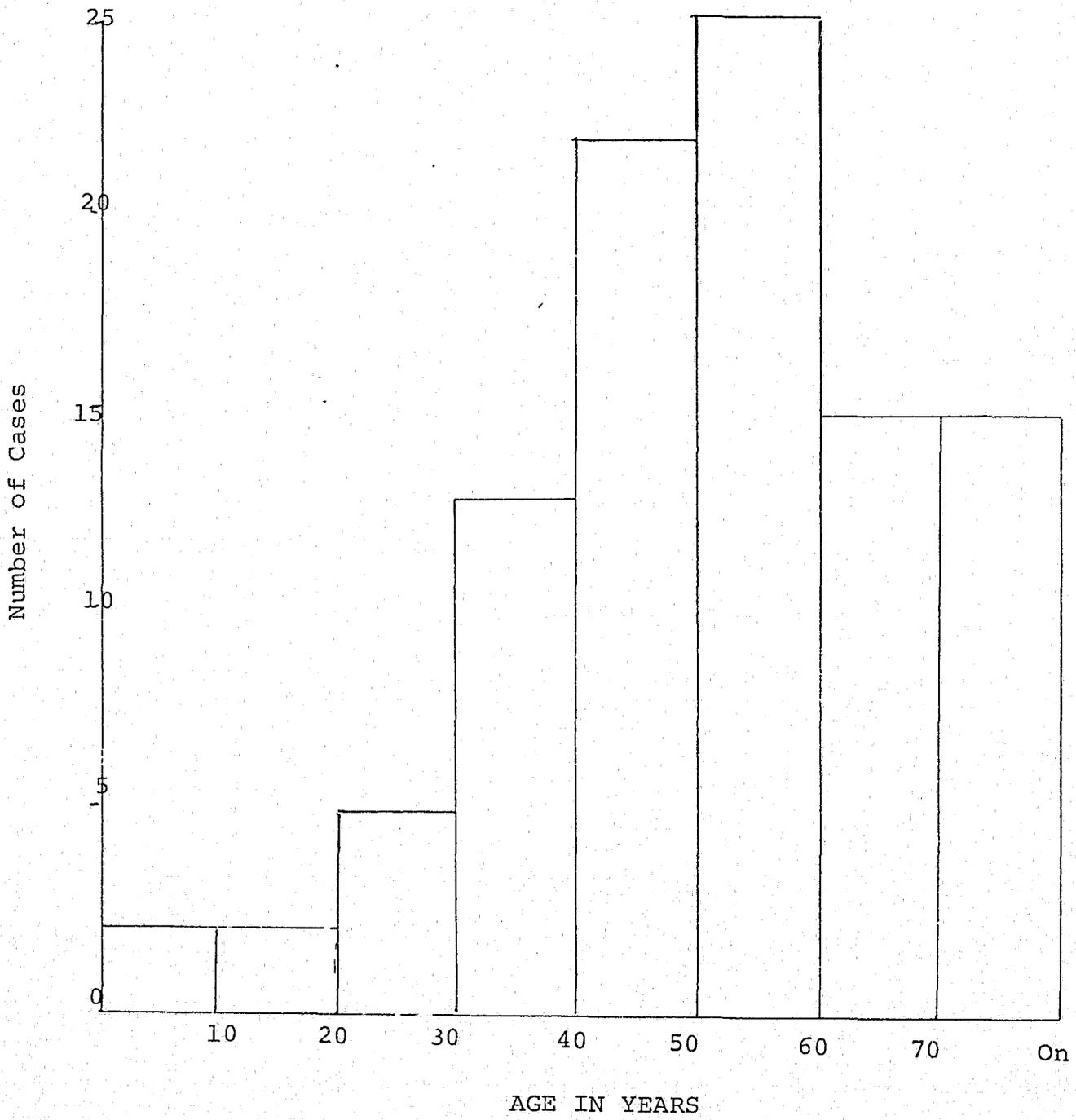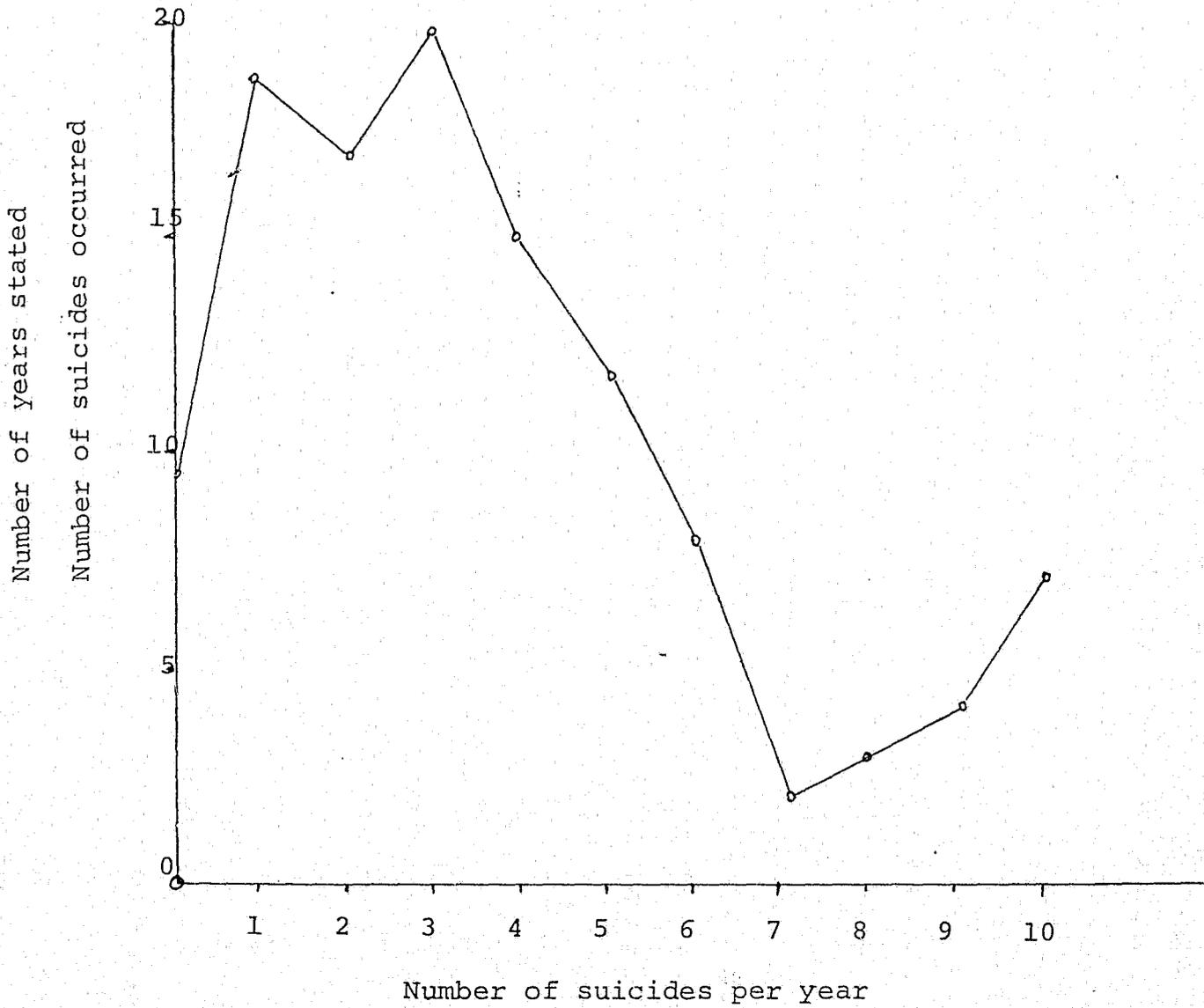
Fig. 4 Frequency Polygon

GRAPHICS D

Fig. 5 Compound Graphical
Data

GRAPHICS E
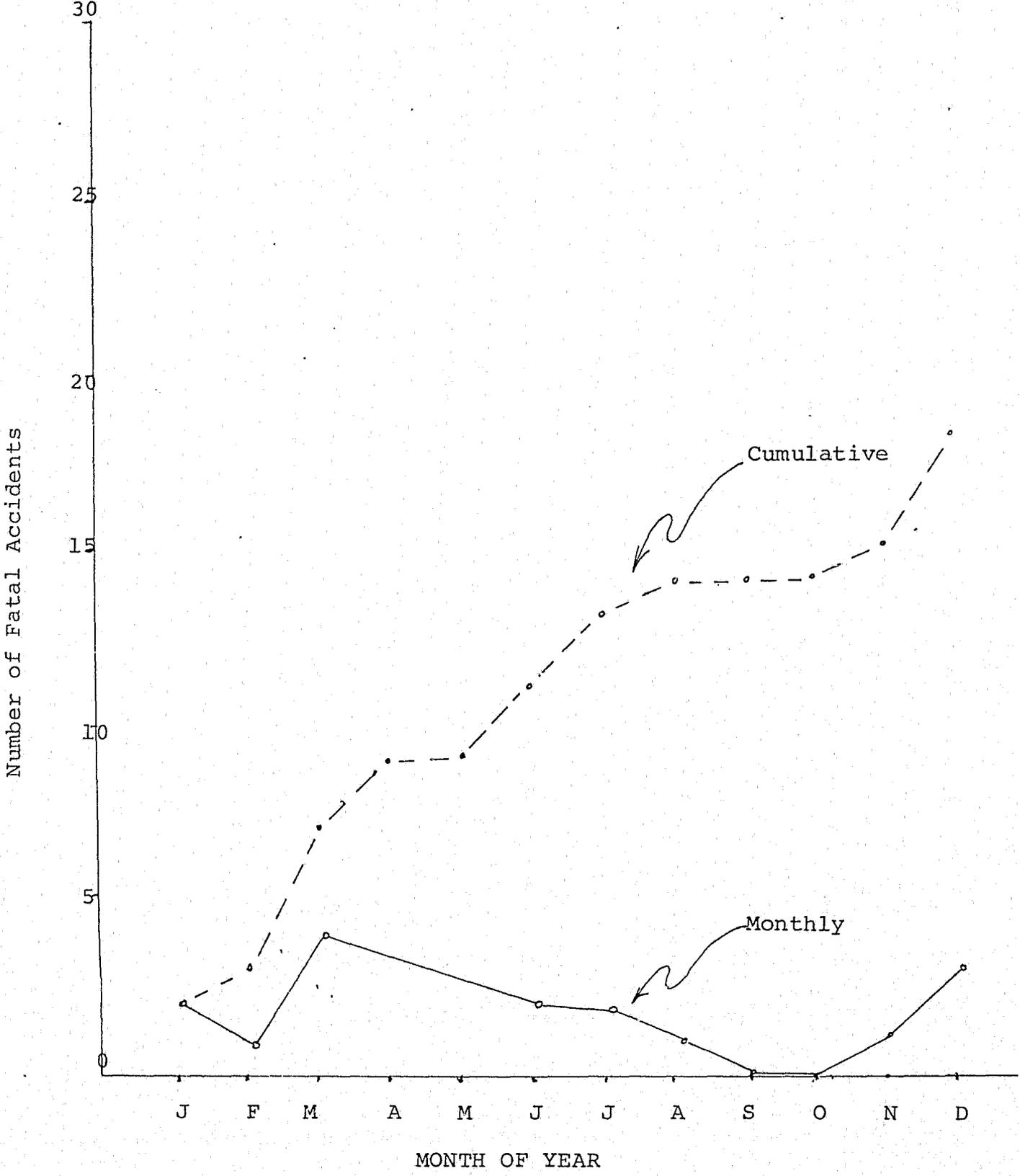
SUGGESTED READINGS FOR THE
NON-MATHEMATICIAN

Croxton, F.E., and Cowden, D.J.; Applied General Statistics;
Englewood Cliffs, NJ: Prentice-Hall

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NJ: Prentice-Hall

Huff, D.; How To Lie With Statistics; New York: W.W. Norton,
1954

Moroney, M.J.; Facts From Figures; London: Penguin Books, 1951

EXERCISE I

TAXICAB HITS

TAXICAB HITS

PROBLEM

The Centerville community has been hit by a rash of taxicab robberies over a period of several months. The three cab companies in town have demanded better protection. Their business is sizable. Yellow has 90 units, Checker has 50, and Veterans 24.

If your crime analysis section can develop information with which to organize a strategy for deployment the Chief will consider release of 6 cars for assignment to the case.

What kind of a story will the data tell? Can you provide projections based on specific information?

Develop the material so that you can present a solid proposal of how to deal with the problem and how men and equipment can be utilized by the Chief to successfully reduce the specific crime.

RESOURCES

1. Keysort Cards
2. Description of City and Bus Routes
3. Location Suspects Board and Leave Cabs
4. Map

TIME

You have 30 minutes to determine your strategy and be prepared to make a verbal presentation which will "sell" the Chief.

CENTERVILLE, USA

A. DOWNTOWN COMMERCIAL   Bounded by Elm St., 8th, Hemlock St., 4th

B. INDUSTRIAL AREA   Bounded by Elm St., 4th Ave., Hemlock St., 1st
   (Kaiser Industrial Park)

C. LOW INCOME RESIDENTIAL   Bounded by Hemlock St., 5th, Palm St., 3rd
   (Emerson Park)

D. LOW INCOME RESIDENTIAL   Bounded by Birch St., 9th, Elm St., 8th
   (Byron Square)

E. HIGH INCOME RESIDENTIAL   Bounded by Acacia St., 3rd, Cottonwood St., 1st
   (Waverly Hills)

F. SHOPPING AREAS   Bounded by Acacia St., 5th, Birch St., 4th
   (Northgate Shopping Ctr)

G. SHOPPING AREAS   Bounded by Oak St., 11th, Palm St., 10th
   (Sunrise Shopping Ctr)

All other areas are middle class residential, mostly single-family homes. Some apartments. Neighborhood stores, principally single proprietorship.

Centerville has a city-owned bus company. All routes originate at 100 W Fir St. Route 1 runs north to Dogwood, east on Dogwood to 9th Street, south on 9th to Oak, west on Oak to 6th, north on 6th to Circle Drive. Route 2 runs south on 6th to Oak, west on Oak to 3rd, north on 3rd to Dogwood, east on Dogwood to 6th, south on 6th to 100 W Fir Street.

ACACIA ST.

BIRCH ST.

COTTONWOOD ST.

DOGWOOD ST.

ELM ST.

FIR ST.

HEMLOCK ST.

MAGNOLIA ST.

OAK ST.

PALM ST.

REDWOOD ST.

E   F   D   B   A   C   G

500N 400N 300N 200N 100N 100S 200S 300S 400S 500S

500W 400W 300W 200W 100W 100E 200E 300E 400E 500E
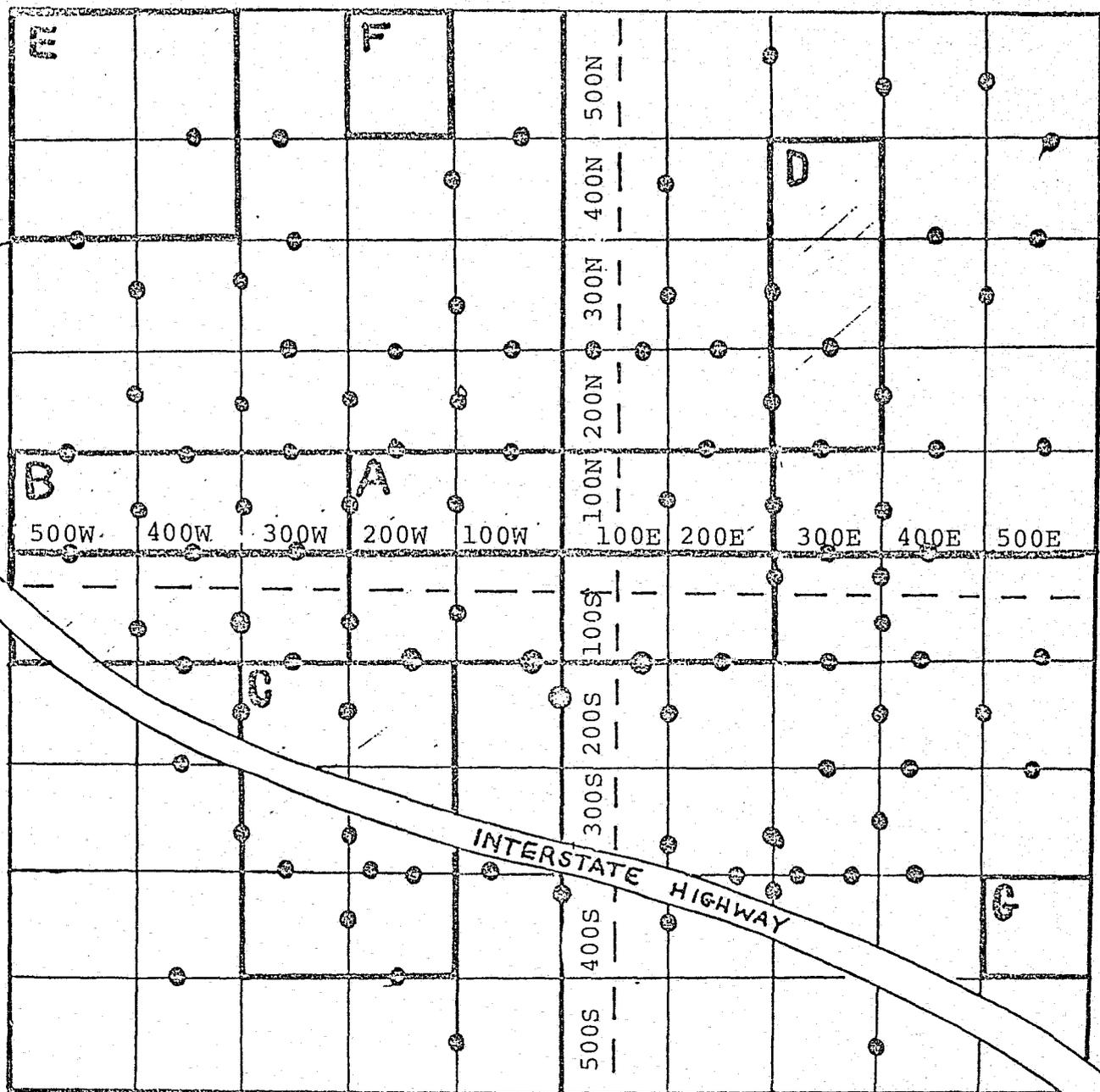
1st Ave. 2nd Ave. 3rd Ave. 4th Ave. 5th Ave. 6th Ave. 7th Ave. 8th Ave. 9th Ave. 10th Ave. 11th Ave.

N
W   E
S

19a

CASE #	DATE	POINT OF ROBBERY	POINT OF EMBARKMENT
1	Feb. 3	550 W. Cottonwood	250 W. Fir
2	Feb. 4	250 S. Eighth	150 E. Elm
3	Feb. 6	250 S. Fourth	250 E. Fir
4	Feb. 8	250 S. Third	150 E. Elm
5	Feb. 10	350 E. Cottonwood	250 W. Fir
6	Feb. 15	350 W. Fifth	150 E. Elm
7	Feb. 22	250 N. Second	250 W. Fir
8	Feb. 25	350 N. Eighth	250 E. Fir
9	Feb. 26	250 S. Tenth	250 E. Fir
10	Feb. 28	450 E. Palm	250 E. Fir
11	Mar. 7	250 W. Oak	150 E. Elm
12	Mar. 13	250 W. Magnolia	250 W. Fir
13	Mar. 20	450 S. Fifth	150 E. Elm
14	Mar. 27	350 S. Third	250 E. Fir
15	Apr. 5	350 E. Birch	250 W. Fir
16	Apr. 12	350 N. Ninth	150 E. Elm
17	Apr. 19	250 E. Palm	150 E. Elm
18	Apr. 26	450 S. Fourth	250 E. Fir
19	May 1	250 S. Fourth	250 S. Fir
20	May 2	350 W. Oak	250 W. Fir

EXERCISE II

PURSE SNATCHINGS

EXERCISE II

Centerville has been plagued by a major epidemic of purse snatching. The City Manager has directed the Chief of Police to place primary emphasis on the abatement of this problem. The Chief directs his crime analysis unit to recommend a strategy which will be cost-effective.

The CAU's analysts gather all the purse snatching related crime reports for last month. One-hundred purse snatchings were reported. The associated data is attached.

If your team was Centerville P.D.'s Crime Analysis Unit, what would you recommend?

CENTERVILLE, USA

A. DOWNTOWN COMMERCIAL   Bounded by Elm St., 8th, Hemlock St., 4th

B. INDUSTRIAL AREA   Bounded by Elm St., 4th Ave., Hemlock St.,1st
   (Kaiser Industrial Park)

C. LOW INCOME RESIDENTIAL   Bounded by Hemlock St., 5th, Palm St.,3rd
   (Emerson Park)

D. LOW INCOME RESIDENTIAL   Bounded by Birch St., 9th, Elm St., 8th
   (Byron Square)

E. HIGH INCOME RESIDENTIAL   Bounded by Acacia St., 3rd, Cottonwood St.,1st
   (Waverly Hills)

F. SHOPPING AREAS   Bounded by Acacia St., 5th, Birth St., 4th
   (Northgate Shopping Ctr)

G. SHOPPING AREAS   Bounded by Oak St., 11th, Palm St., 10th
   (Sunrise Shopping Ctr)

All other areas are middle class residential, mostly single-family homes. Some apartments. Neighborhood stores, principally single proprietorship.

Centerville has a city-owned bus company. All routes originate at 100 W Fir St. Route 1 runs north to Dogwood, east on Dogwood to 9th Street, Street, south on 9th to Oak, west on Oak to 6th, north on 6th to Circle Drive. Route 2 runs south on 6th to Oak, west on Oak to 3rd, north on 3rd to Dogwood, east on Dogwood to 6th, south on 6th to 100 W Fir Street.

				CRIME						VICTIM		SUSPECT				
CASE #	FORCE	TYPE OF WEAPON	WEAPON OR GUN DESC.	PLACE OF ATTACK-- STREET LOCATION	BEAT	DATE	DAY	TIME	VEHICLE USED	SEX	AGE	SEX	RACE	HT.	WT.	AGE
21	None	None		450 W. Birch	20	2/2	M	2230	None	F	50	M	CAU	67"	160	17
22	Injury	Body	Fist	550 W. Cottonwood	20	2/2	M	0430	Chevy	F	59	M	CAU	72"	195	19
23	None	None		350 S. Eighth	23	2/2	M	0900	None	F	63	M	CAU	73"	210	18
24	None	None		550 S. Fifth	22	2/3	TU	1100	None	F	72	M	CAU	68"	150	19
25	None	None		250 W. Palm	22	2/3	TU	0530	Ford	F	56	M	ASIAN	65"	125	20
26	Injury	Knife	Pocket	150 W. Birch	20	2/3	TU	1400	Ford	F	54	M	CAU	70"	180	20
27	Threat	Gun	.32	150 W. Hemlock	22	2/3	TU	1100	None	F	66	M	CAU	66"	150	20
28	None	None		150 S. Fifth	22	2/3	TU	1330	Ply	F	70	M	CAU	77"	210	25
29	None	None		150 W. Oak	22	2/3	TU	0900	GMC	F	73	M	CAU	60"	100	25
30	Injury	Knife	Pocket	550 N. Ninth	21	2/4	W	2400	Chevy	F	61	M	ASIAN	65"	140	22
31	None	None		150 W. Elm	20	2/4	W	0930	Chevy	F	61	M	CAU	68"	160	20
32	None	None		350 W. Dogwood	20	2/4	W	1230	None	F	63	M	CAU	68"	190	19
33	None	None		350 N. Third	20	2/4	W	0800	None	F	68	M	CAU	67"	175	18
34	None	None		350 N. Second	20	2/4	W	1300	Ford	F	67	M	CAU	67"	150	18
35	Injury	Body	Feet	150 N. Fourth	20	2/4	W	1200	None	F	70	M	CAU	69"	170	18
36	Injury	Knife	S. Blade	550 W. Fir	20	2/4	W	1000	None	F	69	M	CAU	70"	180	17
37	None	None		550 S. Ninth	23	2/4	W	0400	None	F	72	M	CAU	71"	185	16
38	Injury	Body	Fist	550 E. Magnolia	23	2/4	W	0900	None	F	60	M	CAU	71"	185	17
39	None	None		350 E. Dogwood	21	2/4	W	1500	Chevy	F	22	M	CAU	60"	98	17
40	None	None		150 N. Seventh	21	2/4	W	1330	Chevy	F	65	M	BLACK	64"	110	35
41	Injury	Body	Fist	250 E. Hemlock	23	2/5	TH	0900	Chevy	F	39	M	CAU	68"	160	17
42	Injury	Body	Fist	250 S. Seventh	23	2/5	TH	2300	Chevy	F	70	M	ASIAN	70"	180	22
43	Injury	Knife	Pocket	380 S. Seventh	23	2/5	TH	1900	Ford	F	71	M	BLACK	65"	140	18
44	None	None		420 S. Eighth	23	2/5	TH	0500	None	F	68	M	CAU	65"	130	28
45	Threat	Gun	Unknown	110 S. Eighth	23	2/5	TH	1100	None	F	58	M	CAU	75"	230	20
46	None	None		350 S. Ninth	23	2/5	TH	1030	None	F	59	M	CAU	69"	180	19
47	None	None		250 W. Oak	22	2/6	F	0100	None	F	63	M	BLACK	61"	140	18
48	None	None		450 W. Hemlock	22	2/6	F	1600	GMC	F	30	M	BLACK	71"	170	30

SE #	FORCE	TYPE OF WEAPON	WEAPON OR GUN DESC.	PLACE OF ATTACK-- STREET	BEAT	DATE	DAY	TIME	VEHICLE USED	VICTIM		SUSPECT				
										SEX	AGE	SEX	RACE	HT.	WT.	AGE
9	None	None		250 W. Dogwood	20	2/6	F	0900	Chry	F	62	M	CAU	72"	170	17
0	None	None		250 N. Fifth	20	2/7	SAT	0930	None	F	76	M	ASIAN	67"	150	16
1	Injury	Knife	S. Blade	350 N. Seventh	21	2/7	SAT	2400	None	F	66	M	CAU	66"	160	15
2	None	None		250 E. Elm	21	2/7	SAT	1300	None	F	80	M	BLACK	67"	165	29
3	None	None		450 W. Palm	22	2/7	SAT	0200	None	F	40	M	CAU	62"	120	20
4	None	None		150 S. Fourth	22	2/7	SAT	1700	None	F	42	M	CAU	67"	155	19
5	None	None		250 N. Second	20	2/7	SAT	1800	None	F	29	M	BLACK	63"	160	26
6	None	None		450 E. Oak	23	2/8	SUN	1130	None	F	73	M	CAU	67"	170	18
7	None	None		550 N. Tenth	21	2/8	SUN	1500	Chevy	F	41	M	CAU	63"	130	40
58	None	None		450 E. Cottonwood	21	2/9	M	2330	None	F	25	M	BLACK	71"	180	16
59	None	None		250 N. Ninth	21	2/9	M	0800	None	F	60	M	CAU	66"	145	15
0	None	None		450 N. Fifth	20	2/10	TU	2400	None	F	37	M	CAU	70"	180	37
61	Injury	Body	Fist	250 N. Third	20	2/10	TU	1930	Ford	F	38	M	CAU	65"	140	22
62	Injury	Knife	Pocket	350 W. Cottonwood	20	2/10	TU	0900	None	F	83	M	CAU	74"	195	25
63	None	None		180 E. Dogwood	21	2/11	W	0230	None	F	45	M	CAU	69"	165	14
64	None	None		120 E. Dogwood	20	2/11	W	0930	Chevy	F	67	M	ASIAN	64"	130	30
65	None	None		280 W. Oak	22	2/11	W	0100	None	F	65	M	CAU	78"	230	13
66	None	None		250 W. Hemlock	22	2/11	W	1600	None	F	26	M	CAU	73"	210	27
67	Injury	Body	Fist	380 E. Oak	23	2/11	W	1000	Ford	F	62	M	CAU	79"	240	12
68	Threat	Gun	.38	320 E. Oak	23	2/12	TH	1700	None	F	40	M	CAU	68"	170	28
69	None	None		150 S. Third	22	2/12	TH	1030	Ply	F	70	M	CAU	69"	170	16
70	None	None		450 W. Magnolia	22	2/12	TH	1100	Chevy	F	39	M	CAU	76"	210	17
71	None	None		450 W. First	20	2/13	F	1800	None	F	74	M	BLACK	67"	160	18
72	None	None		350 W. Elm	20	2/13	F	1130	Ford	F	43	M	CAU	69"	180	18
73	None	None		350 W. Birch	20	2/13	F	1300	Chevy	F	73	M	CAU	72"	200	16
74	None	None		400 E. Fir	21	2/14	SAT	2300	Chevy	F	42	M	BLACK	75"	220	18
75	None	None		550 N. Eighth	21	2/14	SAT	0500	Ford	F	72	M	BLACK	63"	140	30
76	None	None		550 E. Birch	21	2/16	M	0630	Ply	F	63	M	CAU	66"	160	26

25

				CRIME						VICTIM		SUSPECT				
CASE #	FORCE	TYPE OF WEAPON	WEAPON OR GUN DESC.	PLACE OF ATTACK-- STREET LOCATION	BEAT	DATE	DAY	TIME	VEHICLE USED	SEX	AGE	SEX	RACE	HT.	WT.	AGE
77	None	None		450 N. Seventh	21	2/16	M	1300	Chry	F	65	M	CAU	72"	180	16
78	Injury	Body	Fist.	550 E. Cottonwood	21	2/16	M	1130	None	F	74	M	CAU	63"	130	27
79	None	None		550 E. Elm	21	2/16	M	2330	None	F	70	M	CAU	71"	260	24
80	None	None		150 N. Ninth	21	2/16	M	1330	None	F	68	M	BLACK	64"	150	17
81	None	None		150 N. Eighth	21	2/16	M	0900	Chevy	F	76	M	CAU	66"	150	17
82	None	None		300 E. First	21	2/16	M	0800	Chevy	F	69	M	CAU	65"	150	17
83	None	Gun	Unknown	450 E. Elm	21	2/17	TU	0530	Ford	F	80	M	CAU	70"	190	32
84	None	None		450 S. Seventh	23	2/17	TU	0930	Ford	F	75	M	CAU	69"	170	18
85	None	None		250 E. Oak	23	2/17	TU	0730	Ply	F	73	M	CAU	68"	170	28
86	Injury	Body	Fist	170 E. Hemlock	23	2/17	TU	0200	Chry	F	68	M	CAU	74"	230	16
87	None	None		350 E. Magnolia	23	2/17	TU	0930	None	F	72	M	BLACK	67"	180	30
88	None	None		450 E. Magnolia	23	2/17	TU	2300	None	F	67	M	CAU	65"	140	33
89	None	None		250 S. Tenth	23	2/18	W	1000	None	F	66	M	CAU	73"	180	15
90	None	None		250 S. Ninth	23	2/18	W	1030	None	F	67	M	CAU	67"	145	17
91	Injury	Knife	Pocket	550 E. Hemlock	23	2/18	W	0700	None	F	66	M	CAU	68"	150	12
92	Injury	Body	Fist	450 E. Hemlock	23	2/18	W	1100	None	F	71	M	CAU	64"	155	25
93	None	None		150 N. Fifth	20	2/18	W	0630	None	F	37	M	CAU	62"	130	25
94	None	None		450 W. Elm	20	2/18	W	0700	None	F	62	M	CAU	68"	170	16
95	None	None		150 N. Second	20	2/18	W	0100	None	F	67	M	CAU	67"	170	21
96	None	None		250 N. Eighth	21	2/18	W	1000	None	F	70	M	CAU	65"	190	18
97	None	None		250 E. Dogwood	21	2/18	W	0200	Chevy	F	73	M	CAU	66"	160	17
98	None	None		350 N. Tenth	21	2/19	TH	0900	None	F	66	M	CAU	68"	160	20
99	None	None		350 N. Eighth	21	2/19	TH	0400	Foreign	F	75	M	CAU	70"	180	17
100	None	None		350 E. Elm	21	2/19	TH	1030	None	F	38	M	CAU	67"	150	18
101	None	None		110 S. Ninth	21	2/20	F	0530	Ford	F	69	M	CAU	65"	140	17
102	None	None		160 S. Ninth	23	2/20	F	1100	None	F	74	M	CAU	74"	230	16
103	None	None		450 S. Fourth	22	2/20	F	2300	None	F	39	M	CAU	69"	150	15
104	None	None		360 S. Fourth	22	2/20	F	0800	None	F	64	M	CAU	70"	190	14

26

		CRIME								VICTIM		SUSPECT				
CASE #	FORCE	TYPE OF WEAPON	WEAPON OR GUN DESC.	PLACE OF ATTACK-- STREET LOCATION	BEAT	DATE	DAY	TIME	VEHICLE USED	SEX	AGE	SEX	RACE	HT.	WT.	AGE
105	Injury	Body	Fist	150 W. Dogwood	20	2/20	F	1330	Foreign	F	76	M	CAU	64"	130	16
106	None	None		350 N. Fifth	20	2/24	TU	1100	None	F	68	M	CAU	72"	220	17
107	Injury	Knife	Pocket	550 W. Elm	20	2/24	TU	1130	Rec.Veh.	F	72	M	CAU	69"	120	16
108	None	None		350 E. Hemlock	23	2/24	TU	0830	None	F	65	M	CAU	66"	150	19
109	None	None		230 S. Sixth	22	2/25	W	1200	Ford	F	71	M	CAU	71"	190	12
110	None	None		410 S. Sixth	22	2/25	W	0730	Ford	F	63	M	CAU	63"	140	18
111	Injury	Body	Fist	250 N. Fourth	20	2/25	W	0930	None	F	85	M	CAU	63"	130	16
112	None	None		150 N. Third	20	2/25	W	1000	None	F	77	M	CAU	67"	150	18
113	None	None		350 W. Fir	20	2/25	W	1000	None	F	70	M	CAU	69"	170	17
114	Injury	Body		180 S. Second	22	2/25	W	1300	None	F	74	M	CAU	73"	180	18
115	None	None		350 W. Hemlock	22	2/26	TH	1330	None	F	38	M	CAU	65"	150	18
116	None	None		250 S. Fourth	22	2/26	TH	0730	None	F	73	M	CAU	74"	200	17
117	Injury	Knife		250 S. Third	22	2/26	TH	1100	None	F	82	M	CAU	70"	200	13
118	None	None		350 S. Third	22	2/27	F	1200	None	F	42	M	CAU	66"	170	16
119	None	None		250 W. Oak	22	2/27	F	1300	None	F	63"	M	CAU	68"	180	15
120	None	None		250 W. Elm	20	2/27	F	1130	None	F	47"	M	CAU	64"	140	12

FEBRUARY

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

27a

EXERCISE III

GAS STATION HOLDUPS

GAS STATION HOLDUPS

STATEMENT OF THE PROBLEM

On December 31 at 10:00 p.m., a pair of youthful, white
holdup men were apprehended during a chase after robbing
a filling station in a metropolitan city. While "A"
remained in their vehicle to serve as lookout, "B"
entered the office, carrying a .38 nickel-plated gun,
and wearing a hat and topcoat. He pointed the gun at
the victim, and told the victim to put his head between
his legs. The suspect then emptied the cash register
money into a canvas bag which he had brought with him.
On the basis of a thorough analysis of the M.O., revealed
in this crime, your team should be able to clear a
number of similar cases attributable to the arrested
pair. (Hints: if some data patterns appear to be
ambiguous, you may ask relevant questions of the
instructor to elicit further information. A maximum
of 25 cases can be cleared).

17. NO. PER. ARR.	18. EXTRA COPIES	19. BEAT-CENSUS	3. COMPLAINANT'S RESIDENCE ADDRESS	CITY	4. RESIDENCE PHONE
2			George Beaker		777-3395

20. COMP. OCCUP.	21. HRS. OF EMPLOY.	22. SOBRIETY	5 WHERE COMPLAINANT IS EMPLOYED OR SCHOOL HE ATTENDS	CITY	6. BUSINESS PHONE
Serv.Stn Attendant	1600-2300		Don's Chevron-330-1st Centerville		775-0359

1902 Bowling

23. VEHICLE USED BY SUSPECTS	LICENSE NO.	STATE	YEAR	7. COMP'S SEX - RACE - D.O.B.	8. LOCATION OF OFFENSE - ADDRESS OR BLOCK NUMBER
Chevy	EAU 130	CA	75	1-20-50,white,male	330-1st Centerville

24. VEH. YR.	MAKE	MODEL	BODY TYPE	COLOR	9. REPORTING PERSON	SEX	RACE	AGE	10. RESIDENCE PHONE
73	Chevy	Impal	Conv	Blue	same				

25. IDENTIFYING CHARACTERISTICS OF VEHICLE	11. REPORTING PERSON'S ADDRESS	CITY	12. BUSINESS PHONE
Chrome rims			

26. HOLD PLACED ON VEHICLE	TOWED TO	13. DATE OCCURRED	TIME OCCURRED	14. DATE REPORTED	TIME REPORTED
[ ] NO [X] YES FOR:		Friday,Dec. 31,1975	2200	Dec. 31	2205

27. BURG. - POINT OF ENTRY	28. METHOD TO EFFECT ENTRY	15. CRIME	16. CLASSIFICATION
		Armed Robbery - Gas Station	

29. DESCRIBE WEAPON OR MEANS USED	30. WORDS USED BY SUSPECT
38 Nickel -Plated	Sit down and put your head between your legs.

31. VEHICLE FROM WHICH THEFT OCCURRED	LICENSE NO	STATE	YEAR	VEHICLE YEAR	MAKE	MODEL	BODY TYPE	COLOR	32. STOLEN: [X] CASH, NOTES 2 [ ] CLOTHING, FURS 3 [ ] JEWELERY, PRECIOUS METALS 4 [ ] FIREARMS

33. PREMISES 1 [ ] STREET 2 [X] GAS STATION 3 [ ] CHAIN STORE 4 [ ] BANK 5 [ ] OFFICE EQUIPMENT 6 [ ] TELEVISION, RADIOS, CAMERAS ETC
5 [ ] RESIDENTIAL 6 [ ] OTHER COMM. 7 [ ] SAFE 8 [ ] TELEPHONE BOOTH 9 [ ] OTHER 7 [ ] HOUSEHOLD GOODS 8 [ ] CONSUMABLE GOODS 9 [ ] LIVESTOCK 10 [ ] OTHER

34. WITNESSES: NAME, SEX, RACE, AGE, ADDRESS, RESIDENCE PHONE, BUSINESS PHONE - IF JUVENILE SCHOOL HE ATTENDS	36. THEFT INSIDE BLDG.
1 Same as complainant	[ ] YES [X] NO
2	37. A.B.C. PREM. INVOLVED

35. SUSPECT: NAME, SEX, RACE, AGE, ADDRESS, RES. AND BUS. PHONE (IF JUVENILE, SCHOOL) HT. WGT. BLD. HAIR, EYES, COMP, CLOTHING, IDENT. CHARACT.

1 IN CUSTODY [X] YES [ ] NO Dave Brown-male,CAU,24 yrs. of age-522 Jay St.,Centerville

38. ARR. NO. OR DISP.   6'1" tall,average weight,Black hair,Brown eyes,overcoat, hat

2 IN CUSTODY [X] YES [ ] NO Mike Raum,male,CAU 27 years of age - 702 Spring Street

ARR. NO. OR DISP.   5'10"tall, average, weight, blue eyes, blond hair

40 A. ADDITIONAL SUSPECTS - IDENTIFY AS OUTLINED ABOVE.
B. ADDITIONAL WITNESSES - IDENTIFY AS OUTLINED ABOVE.
C. LOSS - ITEMIZE, DESCRIBE IN DETAIL, GIVE VALUE, AGE, TOTAL VALUE
D. EVIDENCE - ITEMIZE, WHERE FOUND, BY WHOM FOUND, DISPOSITION.
E. SUMMARIZE DETAILS OF CRIME
F. STATEMENTS - FROM WHOM TAKEN, BY WHOM, WHAT REPORT FORM USED.
G. WHAT INSTRUCTIONS WERE GIVEN TO COMPLAINANT.
H. OTHER INFORMATION - TECHNICIAN CALLED? WHO SECURED PREMISES? ETC.

Received call at 2005 hour, arrived at scene 2007 hours. Talked to Service station attendant (George Beaker) who stated he was on duty at about 10 pm when a man in a funny looking hat and big brown overcoat entered the station (Suspect #1). Suspect #1 pointed a gun at the complainant, made him sit down and put his head between his legs. Suspect #1 then emptied the cash box of all the money that was there (approx. $230.00). Suspect #1 then ran to a blue 1973 Chevy convertible where a second suspect #2 was waiting for him. They then took off at a high rate of speed at which time the complainant called the police. The suspects were apprehended by Unit 3, one-half mile from the scene of the crime during a chase for excessive speed. While writing a citation for speed, radio indicated that the suspects were wanted for armed robbery. Suspects were then arrested at scene without offering any resistance.

41. REPORTING OFFICER OR CLERK	SERIAL NO.	42. SECOND OFF. SER. NO.	43. APPROVING SUPERVISOR/WATCH & DISTRICT	44. ADD'L INFO. RPT
				[ ] YES [ ] NO

46. CORRECTED LOSS	47. DATE FILED	48. PROPERTY RELEASE FORWARDED	49. INVESTIGATOR'S NAME	SER. NO.	50. APPROVING SUPERVISOR	SER. NO.
		[ ] YES [ ] NO [ ] NO PROPERTY	Capt. Moore			

FEBRUARY

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

29a

EXERCISE IV

INFORMATION ENRICHMENT

INFORMATION ENRICHMENT

STATEMENT OF THE PROBLEM

You are the assigned investigator for the complaint
attached. Probably your initial steps will consist
of requests for pertinent information. Please indi-
cate on the check list provided, the items of informa-
tion you would need and your estimate of the time
you would spend in getting them.

INVESTIGATION CHECK LIST

CRIME:_____

COMPLAINANT:_____

Reporting District #_____

Time Required

1._____ Vehicle Registration _____

2._____ Warrant Information _____

3._____ Crime File Search - Person _____

4._____ Crime File -- Vehicle _____

5._____ Field Contact Information _____

6._____ Crime Re-cap Logs _____

7._____ Driver's License Physical Data _____

8._____ Stolen Article File Search _____

9._____ Query Central File -Property Loss* _____

10._____ Geographic Data (e.g., pin map) _____

11._____ Firearms Query _____

12._____ Corpus Information _____

13._____ Vehicles Registered to Suspect _____

14._____ Firearms Registered to Suspect _____

15._____ Other _____

16._____ Other _____

17._____ Other _____

*Probably at State level

TOTAL TIME _____

Supplementary Information:

_____

_____

_____

_____

_____

_____

_____

_____

_____

31

CRIME REPORT	536-251 6/74	LITE ELECTRIC COMPANY		74-84961

45	EXTRA COPIES	17. NO. PER. ARR.	18. EXTRA COPIES	19. BEAT-CENSUS	3. COMPLAINANT'S RESIDENCE ADDRESS	CITY	4. RESIDENCE PHONE
		1	3	212	1249 WATT AVENUE - UNION CITY		273-4920

20. CCMP. OCCUP.	21. HRS. OF EMPLOY.	22. SOBRIETY	5. WHERE COMPLAINANT IS EMPLOYED OR SCHOOL HE ATTENDS	CITY	6. BUSINESS PHONE
N/A	8 hrs.	N/A	---		491-0324

23. VEHICLE USED BY SUSPECTS	LICENSE NO.	STATE	YEAR	7. COMP'S	SEX · RACE · D.O.B.	8. LOCATION OF OFFENSE · ADDRESS OR BLOCK NUMBER
CHEV	HIE234	CAL	4	N/A		4320 ?

24. VEH. YR.	MAKE	MODEL	BODY TYPE	COLOR	9. REPORTING PERSON	SEX	RACE	AGE	10. RESIDENCE PHONE
55	CHEV	2 DR	SD	RED	DON COWEL	M	CAUC	37	280-1921

25. IDENTIFYING CHARACTERISTICS OF VEHICLE	11. REPORTING PERSON'S ADDRESS	CITY	12. BUSINESS PHONE
PRIMER SPOTS	431 ELM STREET	UNION CITY	491-1785

26. HOLD PLACED ON VEHICLE	TOWED TO	13. DATE OCCURRED	TIME OCCURRED	14. DATE REPORTED	TIME REPORTED
☐ NO ☒ YES FOR: ANGELINI'S		4-7-74	2309	4-7-74	2315

27. BURG. - POINT OF ENTRY	28. METHOD TO EFFECT ENTRY	15. CRIME	16. CLASSIFICATION
ROOF	BROKE SKYLITE	BURGLARY-CARRYING A CONCEALED WEAPON	

29. DESCRIBE WEAPON OR MEANS USED:	30. WORDS USED BY SUSPECT
.357 MAGNUM	NONE

31. VEHICLE FROM WHICH THEFT OCCURED	LICENSE NO.	STATE	YEAR	VEHICLE YEAR	MAKE	MODEL	BODY TYPE	COLOR	32. STOLEN. 1 ☐ CASH NOTES 2 ☐ CLOTHING, FURS 3 ☐ JEWELERY, PRECIOUS METALS 4 ☐ FIREARMS

33. PREMISES 1 ☐ STREET 2 ☐ GAS STATION 3 ☐ CHAIN STORE 4 ☐ BANK 5 ☐ OFFICE EQUIPMENT 6 ☐ TELEVISION RADIOS CAMERAS, ETC
5 ☐ RESIDENTIAL 6 ☒ OTHER COMM. 7 ☐ SAFE 8 ☐ TELEPHONE BOOTH 9 ☐ OTHER 7 ☐ HOUSEHOLD GOODS 8 ☐ CONSUMABLE GOODS 9 ☐ LIVESTOCK 10 ☐ OTHER

	34. WITNESSES: NAME, SEX, RACE, AGE, ADDRESS, RESIDENCE PHONE, BUSINESS PHONE - IF JUVENILE SCHOOL HE ATTENDS	36. THEFT INSIDE BLDG.
1	DON COWEL - MWA 37 (SEE REPORTING PERSON)	☐ YES ☒ NO
2	35 ---	37. A.B.C. PREM. INVOLVED NO

	38. SUSPECT: NAME, SEX, RACE, AGE, ADDRESS, RES. AND BUS. PHONE (IF JUVENILE, SCHOOL) HT. WGT. BLD. HAIR. EYES. COMP. CLOTHING. IDENT. CHARACT.
1	IN CUSTODY ☒ YES ☐ NO GEO. GREEN - 431 2ND STREET, UNION CITY
	39. ARR. NO. OR DISP. #67-038-491 AGE 18 28-7724 BRN - BRN - 5'4" - 135 BLUE DENIMS
2	IN CUSTODY ☐ YES ☒ NO UNKNOWN ADDRESS
	ARR. NO. OR DISP. 18? BRN BRN - 140 - 150 4'4" to 5'6" BLUE DENIMS

40. A. ADDITIONAL SUSPECTS · IDENTIFY AS OUTLINED ABOVE.
    B. ADDITIONAL WITNESSES · IDENTIFY AS OUTLINED ABOVE.
    C. LOSS - ITEMIZE, DESCRIBE IN DETAIL, GIVE VALUE, AGE, TOTAL VALUE
    D. EVIDENCE - ITEMIZE, WHERE FOUND, BY WHOM FOUND, DISPOSITION.
    E. SUMMARIZE DETAILS OF CRIME
    F. STATEMENTS - FROM WHOM TAKEN, BY WHOM, WHAT REPORT FORM USED.
    G. WHAT INSTRUCTIONS WERE GIVEN TO COMPLAINANT
    H. OTHER INFORMATION - TECHNICIAN CALLED? WHO SECURED PREMISES? ETC.

Suspects were seen climbing onto roof top by reporting person (Don Cowel).

Received call 2316, arrived at scene 2318. Upon arrival, suspects were

lowering small safe down the side of one-story building (Lite Electric Co.

Approach of patrol vehicle caused them to drop safe to ground. Suspect #2

left Suspect #1 (Geo. Green) on roof and jumped into vehicle and drove off.

Suspect #1 offered no resistance. Patrol unit back up car stated they w

head off vehicle as they were near scene but were unable to spot vehicle.

Suspect #1 was searched and was carrying concealed .357 magnum. Suspect

was advised of his rights and booked for burglary and carrying concealed

weapon.

41. REPORTING OFFICER OR CLERK	SERIAL NO.	42. SECOND OFF. SER. NO.	43. APPROVING SUPERVISOR/WATCH & DISTRICT	44. ADD'L INFO. RPT.
WILLIAM BIRK	431	501	CAPT. MOORE	☒ YES ☐ NO

46. CORRECTED LOSS	47. DATE FILED	48. PROPERTY RELEASE FORWARDED	49. INVESTIGATOR'S NAME	SER. NO.	50. APPROVING SUPERVISOR	SER. N.
		☐ YES ☐ NO ☐ NO PROPERTY				

Left margin checkboxes: 45, C.I., ☐, ☐, ☐, ☐, ☐, INTELLIGENCE, INTERNAL AFFAIRS, YOUTH SERV. DIV., PATROL DIV. ☒, PROPERTY SECTION, SECURITY SECTION, RECORDS SECTION, TECHNICIANS, VICE CONTROL, A.B.C., CHIEF., DEPUTY W.O., DEPUTY INV., DEPUTY SERV., A.F.P., BOARD OF EDUC., HEALTH DEPT., CITY ATTY., OTHER, ☐, ☐

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┌─────────────┐          ┌─────────────┐          ┌─────────────┐
│             │          │ Investigator│          │ Investigator│
│   Crime     │          │  Collects   │  ──────► │  Correlates │
│   Occurs    │          │  Pertinent  │          │    Info     │
│             │          │ Basic Info  │          │             │
└──────┬──────┘          └──────▲──────┘          └──────┬──────┘
       │                        │                        │
       ▼                        │                        ▼
┌─────────────┐          ┌──────┴──────┐          ┌─────────────┐
│             │          │             │          │ Investigator│
│   Call      │          │             │          │  Collects   │
│   For       │          │ Investigator│          │ Additional  │
│  Service    │          │  Assigned   │          │   Crime-    │
│             │          │             │          │  Specific   │
│             │          │             │          │    Data     │
└──────┬──────┘          └──────▲──────┘          └──────┬──────┘
       │                        │                        │
       ▼                        │                        ▼
┌─────────────┐          ┌──────┴──────┐          ┌─────────────┐             ╱╲
│             │          │             │          │             │            ╱  ╲  No
│ L.E. Agency │          │   Agency    │          │ Investigator│           ╱    ╲ ▲
│   Takes     │          │  Assigns    │          │  Evaluates  │          ╱Solves╲
│ 1st Crime   │          │   Case      │          │  All Data   │          ╲ Case ╱──► Yes
│  Report     │          │ By Crime    │          │             │          ╲  ?  ╱
│             │          │   Type      │          │             │           ╲    ╱
└──────┬──────┘          └──────▲──────┘          └──────┬──────┘            ╲  ╱
       │                        │                        │                    ╲╱▲
       └────────────►───────────┘                        └──────────►──────────┘
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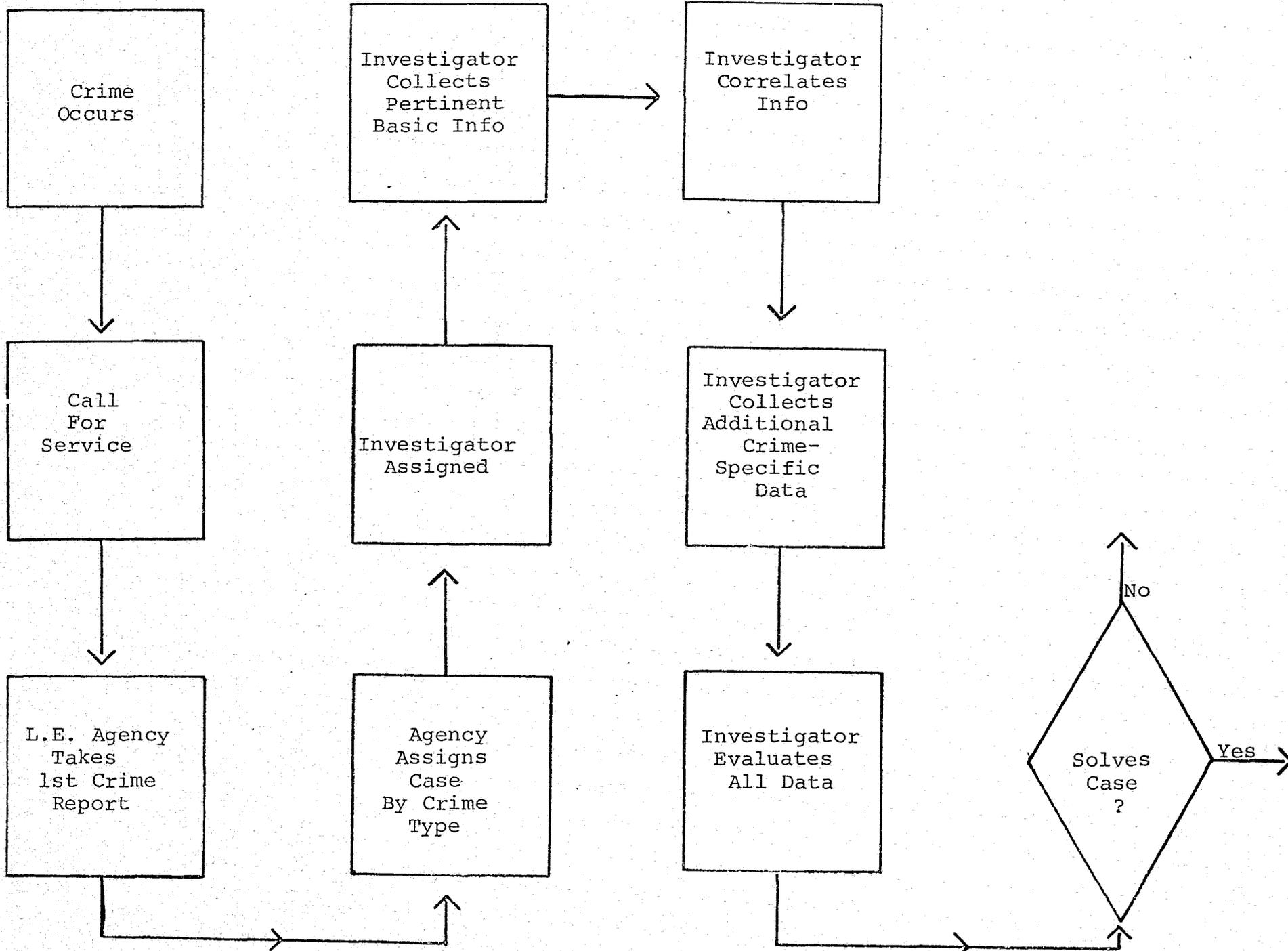
A CURRENT PROCESS
FLOW
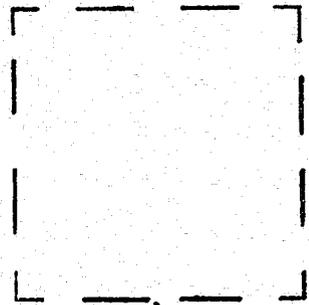
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┌ ─ ─ ─ ─ ─ ┐
│           │
│           │                                              ▲
│           │                                              │ No
│           │                                              │
└ ─ ─ ─┬─ ─ ┘                                           ╱  ╲
       │                                              ╱      ╲
       ▼                                            ╱          ╲
┌───────────┐                                      ╱   Solves    ╲    Yes
│ L.E. Agency│                                     ╲    Case      ╱ ──────▶
│   Takes    │                                      ╲     ?      ╱
│ 1st Crime  │                                        ╲        ╱
│  Report    │                                          ╲    ╱
└─────┬─────┘                                             ╲╱
      │                                                    ▲
      ▼                                                    │
┌───────────┐        ┌───────────┐        ┌───────────┐
│  Agency    │        │            │        │Investigator│
│  Assigns   │        │Investigator│        │ Evaluates  │
│  Case      │───────▶│ Assigned   │        │   All      │
│ By Crime   │        │            │        │  Data      │
│  Type      │        └─────┬─────┘        └───────────┘
└─────┬─────┘              │                      ▲
      │                     ▼                      │
┌───────────┐        ┌───────────┐        ┌───────────┐
│   CAU      │        │Investigator│        │Investigator│
│ Collects   │        │Correlates │        │ Collects   │
│ Pertinent  │───────▶│   Info     │───────▶│ Additional │
│ Basic Info │        │            │        │  Crime-    │
│            │        │            │        │ Specific   │
│            │        │            │        │   Data     │
└───────────┘        └───────────┘        └───────────┘
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MOD IN PROCEDURE
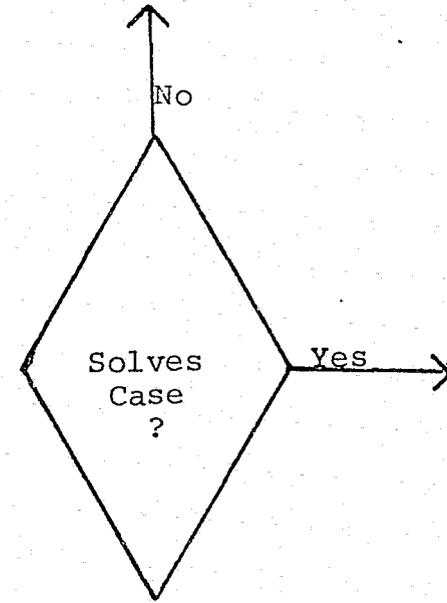
34

ORGANIZATIONAL CONCEPTS

TOPIC: Organizational Concepts

SESSION: 2.2

OBJECTIVES:

1. Discuss the role of crime analysis in law enforcement.
2. Provide a police view of systems management.
3. An overview of problems and manual vs. computerized operation.

SUBTOPICS:

1. Introduction
   a. Present day crime problems
   b. Computerization and systems in information handling.
   c. Crime analysis process

      * collection
      * collation
      * analysis
      * dissemination

   d. Attitudes towards system management.

2. Why Crime Analysis?
   a. Professional approach to police problems.
   b. Informational volume demands it.
   c. Predictive tool for manpower deployment.
   d. Systematic effort towards crime prevention and
      criminal apprehension.
   e. Furnishes current crime information to users.
   f. Allows for evaluation of on-going programs.

3. Implementing the crime analysis process
   a. Three combinations:

      * manual
      * semi-computerized
      * computerized

   b. Dependent on volume.
   c. Department involvement in Planning & Designing
      of systems.
   d. Department orientation to crime analysis.
   e. Correct vs. incorrect usage.

      * Human and mechanical problems

4. Crime analysis placement
   a. Administrative support.
   b. Location of crime analysis.

5. Staffing the crime analysis operation
    a. Personnel considerations.
    b. Uniform vs. non-uniform analysts.

6. Information Handling
    a. Consideration of sources.

        - within the department
        - outside the department

    b. Formal outlining of tasks.
    c. Crimes designed for crime analysis.

        - homicide
        - robbery
        - auto theft
        - crimes of violence
        - burglary

7. Social applications in crime analysis

CRIME ANALYSIS PRIORITY LIST

THE FOLLOWING PRIORITIES HAVE BEEN ESTABLISHED TO ASSIST PERSONNEL IN DETERMINING INVESTIGATIVE RESPONSIBILITY. I EMPHASIZE THAT INVESTIGATORS ARE NOT "LOCKED IN" BY THESE RECOMMENDATIONS. I AM SURE THAT OFTEN TIMES INVESTIGATORS, DUE TO THEIR KNOWLEDGE AND PROFESSIONAL EXPERIENCE, WILL FIND A NEED TO VARY FROM THESE PRIORITIES:

A.   THE INVESTIGATION OF OFFENSES INVOLVING GREAT BODILY INJURY AND OTHER MAJOR OR SERIOUS CRIMES AGAINST THE PERSON WHEN:

    1.   THE CRIME IS OF EXTREME SERIOUSNESS.

    2.   WHEN THE POSSIBILITY OF REOCCURRENCE EXISTS.

    3.   WHEN EVIDENCE MAY BE LOST IF INVESTIGATION IS DELAYED.

    4.   WHEN THE SUSPECT MAY ATTEMPT TO FLEE OUR JURISDICTION.

B.   IN CUSTODY FELONY SUSPECTS.

C.   NAMED SUSPECTS NOT IN CUSTODY FOR FELONY OFFENSES THAT HAVE RECENTLY OCCURRED AND IT IS NECESSARY FOR THE PROTECTION OF LIVE AND PROPERTY THAT THE INDIVIDUAL BE REMOVED FROM SOCIETY AS SOON AS POSSIBLE.

D.   WHERE THERE IS A MAJOR PROPERTY LOSS.

E.   IN CUSTODY MISDEMEANOR SUSPECTS.

F.   NAMED FELONY SUSPECTS ACCUSED OF CRIMES WHERE SUBSTANTIAL DELAY IN REPORTING HAS OCCURRED AND THERE IS NO PRESSING NEED TO IMMEDIATELY REMOVE THE SUBJECT FROM SOCIETY.

G.   OTHER FELONY OFFENSES.

H.   MISDEMEANOR OFFENSES IN WHICH THE LOSS IS GREATER THAN $50.00.

I.   MISDEMEANOR OFFENSES IN WHICH THE LOSS IS $50.00 OR LESS.

J.   INVESTIGATION OF VIOLATION OF LOCAL REGULATORY ORDINANCES.

CRIME ANALYSIS TO PRIORTIZE

UPON RECEIPT OF REPORTS, PRIOR TO REPRODUCING, CRIME ANALYSIS OFFICERS SHALL REVIEW ALL DOCUMENTS AND SET A TENTATIVE PRIORITY. HE SHALL PLACE THE CORRESPONDING ALPHABETICAL INDICATOR ON THE CRIME REPORT TO THE RIGHT OF THE TITLE OF THE REPORT.

WHEN THE REPORT IS RECEIVED BY THE INVESTIGATIVE DETAIL, THE PRIORITY MAY BE CHANGED BY THE INVESTIGATOR AT HIS DISCRETION.
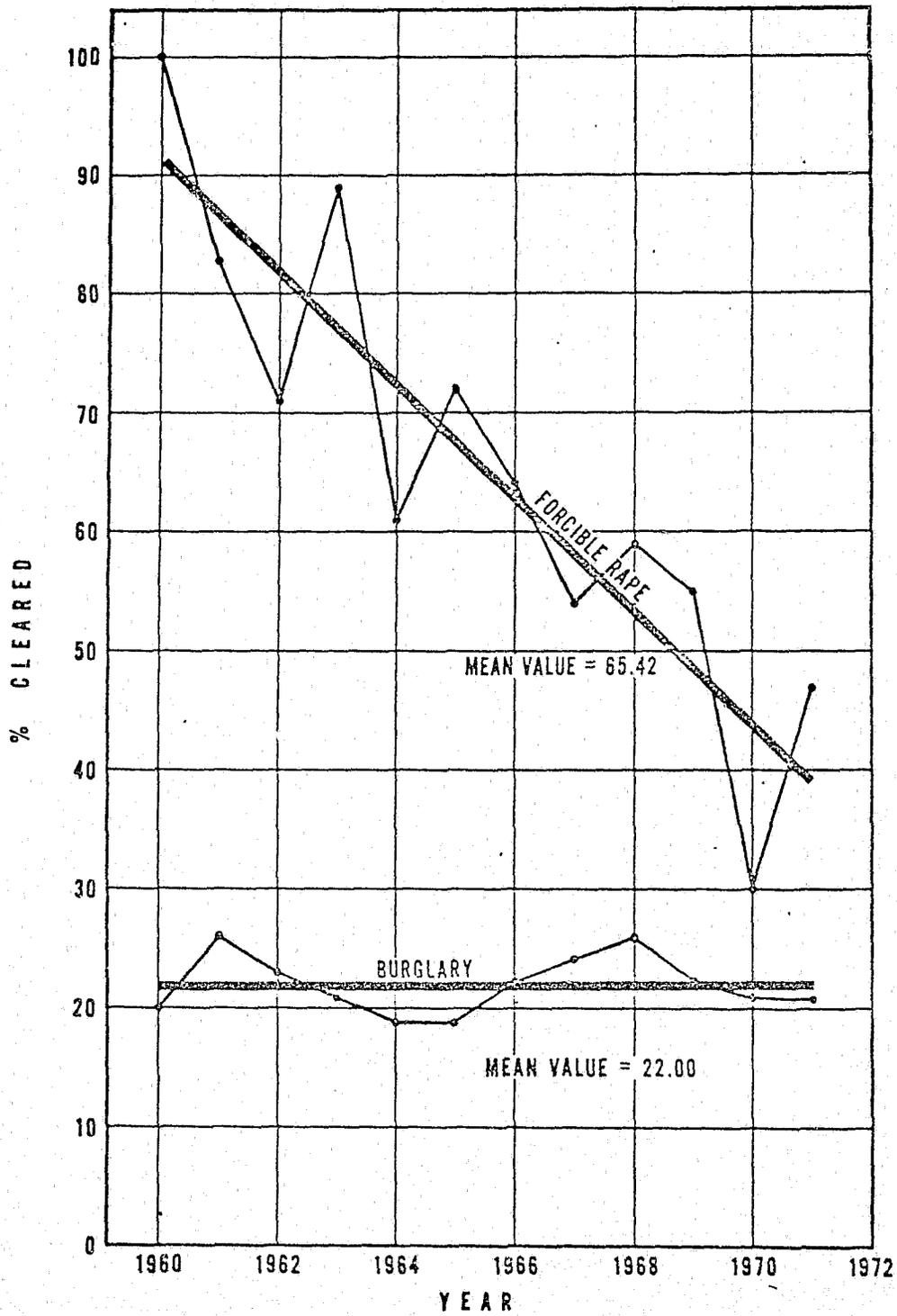
CLEARANCE RATES
(FORCIBLE RAPE & BURGLARY)

REPORTING OFFICER'S NAME	DIVISION	DATE OF REPORT	R.D. NUMBER

REPORT TYPE

PART I: TO BE COMPLETED BY REPORT REVIEWER

This notice is submitted for the reason stated below.

☐ Illegible handwriting

☐ Failure to complete required boxes

☐ Failure to state elements of the offense

☐ Improper offense report

☐ Improper classification of crime

☐ Spelling

Comments:

☐ Good reporting procedure

☐ Report reveals possible training deficiencies, not necessarily in the area of report writing

☐ Complete supplementary report stating:

_____

☐ Other:

NOTICE ISSUED FROM— ☐ C.I.D. ☐ D.A.'s OFFICE ☐ OTHER:	ISSUED BY	DATE ISSUED	APPROVED BY

PART II: TO BE COMPLETED BY FOLLOW-UP UNIT

FOLLOW-UP ASSIGNED TO: _____ Attention:_____

☐ Deliver report to the officer for his information.

☐ Retain the report and initiate necessary training measures.

☐ Inform the reporting officer of the deficiency and take action to preclude further deficiencies, consistent with the officer's past performance recorded below.

Officer's Previous Report Review Notices

ENDORSEMENT:

CRIMINAL INVESTIGATION DIVISION
INVESTIGATIVE INFORMATION SHEET

CRIME:_____

Complainant:_____   RD#:_____

1._____ 1028 Registration   8._____ Stolen Article Run

2._____ Warrant Information   9._____ Teletype (property loss) to DOJ

3._____ Crime File Run - Person   10._____ Pin Map Data

4._____ Crime File - Vehicle   11._____ Firearms Query

5._____ Field Contact Information   12._____ Corpus Information

6._____ Crime Re-cap Logs   13._____ Vehicles Registered to Suspect

7._____ Driver's License Physical Data   14._____ Firearms Registered to Suspect

                                          15._____ Other_____

[ ]   Report review notice has been sent to the Reporting Officer.

DATE   TIME   INVESTIGATIVE FOLLOW-UP INFORMATION

_____
_____
_____

Crime Analysis Section personnel will provide the above listed information to investigators
if applicable.

REMARKS:

OAKLAND POLICE DEPARTMENT WEEKLY CRIME SUMMARY
Reported Select Part 1 Offenses
TF-292 (9/72)

Bulletin #
74-44

Week Of:
28 Oct-3 Nov 74

DISTRICT Beat	211 ARMED	211 STRONG	487 PURSE	459 COMM	459 RESID	459 AUTO	484 CLOUT	434 ACCESS	10851 V.C.	TOTAL
1	1				1					2
2	1	2		4		2	1		2	12
3	2	2	2	3	2	4	1	1	6	23
4	2	1		4	3	5	2	3	1	21
5	3	2			7	5		1	2	20
Subtotal I	9	7	2	11	13	16	4	5	11	78
6	1	1		1	2	1		2	3	11
7	1	2	2		8	3		2	3	21
8		2			2		1	1	2	8
9	3		1	2	3	1			1	11
10	3	3	1	1	10	3			3	24
11	1				11	4		2		18
12	1				3	2				6
Subtotal II	10	8	4	4	39	14	1	7	12	99
13		1	1		6	3	1	1	6	19
14	1	3	1	3	17	2		4	3	34
15	3			4		2	1	1	1	12
16					2	2			3	7
17		1		2	13	4	1	5	4	30
Subtotal III	4	5	2	9	38	13	3	11	17	102
18	1			1	2	1		2		7
19	1			1	1	3		1	3	10
20	1	1		1	15			4	4	26
21			1	3	14	2	1	2	3	26
22	1	2	1	2	11	1	1		12	31
23	2			1	9	1		4	3	20
Subtotal IV	6	3	2	9	52	8	2	13	25	120
24	3	1		3	11	1	2	2	5	28
25	1			2	19	2			4	28
26	1			2	9	5			3	20
27		1	2	3	3	3		1	4	17
28	2			3	9	5	1	2	2	24
29				1	8				1	10
Subtotal V	7	2	2	14	59	16	3	5	19	127
GRAND TOTAL	36	25	12	47	201	67	13	41	84	526

CRIME BAROMETER Reported Offenses	Last Year To Date	This Year To Date
Robbery, Armed	1,467	1,229
Robbery, Strongarm	1,093	1,005
Pursesnatch	488	496
Burglary	11,415	11,239
Burglary, Auto	3,507	2,887
Auto Clout	619	568
Auto Accessory	1,375	1,510
Auto Theft	3,914	3,188
Bicycle Theft	1,023	1,278
Other Theft	7,702	7,537
Aggravated Assault	1,102	1,138
TOTAL	33,705	32,075

SUMMARY OF REPORTED SELECT PART I OFFENSES:

COMMERCIAL BURGLARY decreased 21% last week with 47 offenses reported. District V was the high district with 14; Beats 1, 4, 15 each reported 4.

RESIDENTIAL BURGLARY decreased also with 201 reported entries. District V was the high district with 59; Beat 25 the high beat with 19.

ROBBERY (in aggregate) decreased 30% during the past week with 73 incidents. District II, with 22, was high; Beat 10 was high with 7.
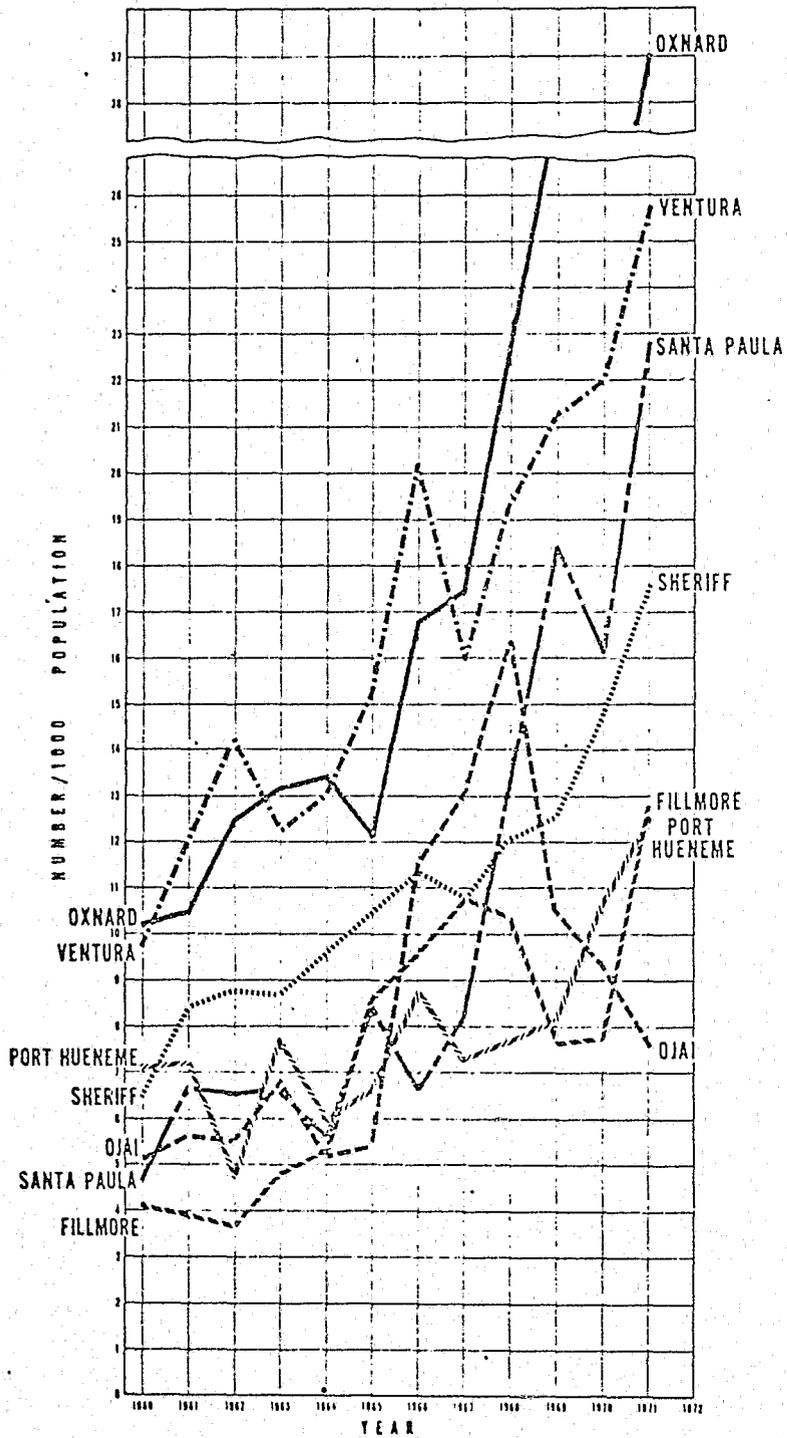
CITY COMPARISONS

'PROPERTY' INDEX CRIME RATES

36f

HIGHEST-CRIME LOCATIONS OF SPECIFIC CRIMES

CRIME RATE	1ST	2ND	3RD	4TH	5TH
Robbery (offenses/ 1000 pop) Beat #	75.0 7	3.26 3	2.25 16	2.10 19	2.04 4
Aggravated Assault Beat #	3.85 9	3.46 5	3.37 11	3.09 8	2.98 22
Forcible Rape Beat #	75.0 7	5.40 16	2.10 14	0.96 9	0.71 15
Simple Assault Beat #	75.0 7	23.3 12	10.8 16	9.07 10	8.52 13
Burglary Beat #	>1000.0 7	191.9 16	87.7 4	63.3 12	47.9 8
Theft Beat #	750.0 7	271.6 12	110.8 16	108.2 4	56.2 0
Auto Theft Beat #	25.0 7-12	13.5 16	10.2 4	8.52 18	7.24 17
NSF/Forgery Beat #	130.0 12	65.3 4	50.0 7	28.0 21	27.8 8
Drugs Beat #	525.0 7	41.7 12	21.2 13	21.0 19	14.3 4
Sex Beat #	5.00 12	4.08 4	3.64 15	2.10 13	1.93 7
Drunk Beat #	50.0 7	38.3 12	19.9 2	18.2 14	14.6 17
Delinquent Beat #	28.3 12	27.5 7	24.6 14	18.8 17	15.2 3
Drunk Driving Beat #	50.0 7	17.8 5	16.3 4	15.0 12	12.5 9

DEVELOPING A CRIME ANALYSIS UNIT

In tnis exercise, you will be asked to apply some of the skills and considerations discussed by Mr. Petersen and Mr. Arenberg in their sessions covering organizational concepts and evaluation. We have prepared a packet of material utilizing information on the community and law enforcement agency of "Target Town". You will be divided into teams and asked to utilize information in the packet in determining what type of crime analysis unit would be appropriate for that community and agency. You will obviously have to make some assumptions and projections in that we cannot supply every small detail for the exercise.

You should approach the task with the end goal of being able to make a presentation of approximately 15 minutes in length on the final day of the course. The presentation can be made by whomever the team selects as their captain or leader or by various members of the team. The presentation will be made to the class and staff who will assume the role of the police commission of "Target Town". The presentation will be for the purpose of explaining to the commission why a crime analysis unit is needed, its proposed organizational structure, its goals, the proposed achievements and costs. You will have to be able to substantiate your arguments and convince the "commission" of the efficacy of your plan.

During your presentation or at its conclusion, the other class members and the staff will direct questions to your team regarding your plan and presentation. You should consider as you prepare your material the types of questions that you might anticipate from the police commission, the chief himself or the city council. Material will be provided to you to utilize in preparing visual aids.

The following lists are some elements you may want to consider in developing your arguments. It is not intended to be complete nor are you limited to those items.

OBJECTIVES

- Reporting Procedures
- Number of Personnel
  - Sworn
  - Unsworn
- Locating Crime Analysis in Your Department
  - Administrative Tool?
  - Operational Tool?

- Type of Information System
  - Computerized?
  - Manual?
- Dissemination of Information
  - To Administration
  - To Units (Detective, Patrol)
- Collection Procedures and Sources
- Tasks to be Accomplished
- Manpower and Resource Allocation
- Tactical Deployment

EVALUATION

- Goals
- Objectives
- Quantitative Measures
  - Efficiency
  - Effectiveness
- Data Collection Techniques
  - Classes of Information
  - Verification
- Proposed Analytical Techniques

The rest of the group will act as members of the Police Commission and reserve the right to ask questions relating to material presentation. Staff will serve as Police Chief, City Manager and Mayor. Limit your time to twenty minutes and make sure your aids are visible to the class.

Additional material on your city, Target Town, with whatever information is available is included with this cover letter.

CHOOSE A TEAM CAPTAIN AND GOOD LUCK, YOU'LL NEED IT!

TARGET TOWN, USA

TOWN DESCRIPTION

An older, established city within a large metropolitan area. Comprised mostly of urban business and multiple residence areas built around a large State University (20,000 students). There is an industrial area on the west side of the city fronting the river. About 200 industrial plants produce a wide variety of products within the city. Industry is limited in expansion by lack of space, higher utility rates and the pressure to clean up the environment. 79.1% of the housing is multiple dwelling units,

many serving the University. This housing is mostly older (59.9%
built prior to 1939) with only 13.0% constructed in the last 10
years. 35.2% of the residents have lived in the same residence
for the past five years. Lack of available building sites and
Target Town's location amidst other surrounding cities, limits
the opportunity for future economic and population growth.

Municipal government is of the Council-Manager form. The public
has been mostly apathetic toward city government until recently.
Now that the students are allowed to register for local election
there has been increased interest in a younger and more liberal
council. The Police Chief was hired 6 years ago and at that time
a new City Manager was also hired. The City Manager is a fiscal
conservative and has been in this position for about 6 years.
The City Council is made up of five members including the following:

- A Minister (51 years old) who is alarmed at the corrupt
  morals of the younger student generation.

- A Business woman (age 37) who owns a discount record
  store and a strong advocate of Womens Lib.

- A Lawyer (age 28) who is popular with local university
  students and a member of the ACLU.

- A conservative Black Businessman owning three restaurant
  cocktail lounges.

- An Ex-Target Town Police Sgt. (age 36), critical of the
  Departments lack of aggressive posture.

Population

Target Town population was set at 119,000 persons in the 1974 Census.
Its growth rate has been below the State and National averages.
Last year population change was 1.0%. Cumulative change in the
last 5 years (1970-1974) was +5.0%. Age/sex distribution is
given in Table 1. Racial population break down in the 1974 Census
is given as follows: 72.3% Anglo, 16.8% Black, 9.1% Latin-American,
and 1.8% Other.

The mean individual income was $4,511 in 1974, including all retirees
and adult students. The university and other Government agencies
accounted for 30% of the area payroll. Local industry and business
accounted for the rest as few residents work outside of the city.
Unemployment is rather high (18.1%) if those students seeking
part-time work are included. 9.6% of the families are living
below the poverty level and a total of 28% of the city population
receives state or local unemployment benefits, or social security.

TARGET TOWN UNIVERSITY

The University offers graduate and post graduate courses to its students. Approximately 20% of the student body lives on campus.

The campus area covers 6.5 square miles and is patrolled by its own Police Force. Crimes committed within the University itself are not included in the crime statistics gathered by the City of Target Town Police Department.

TARGET TOWN
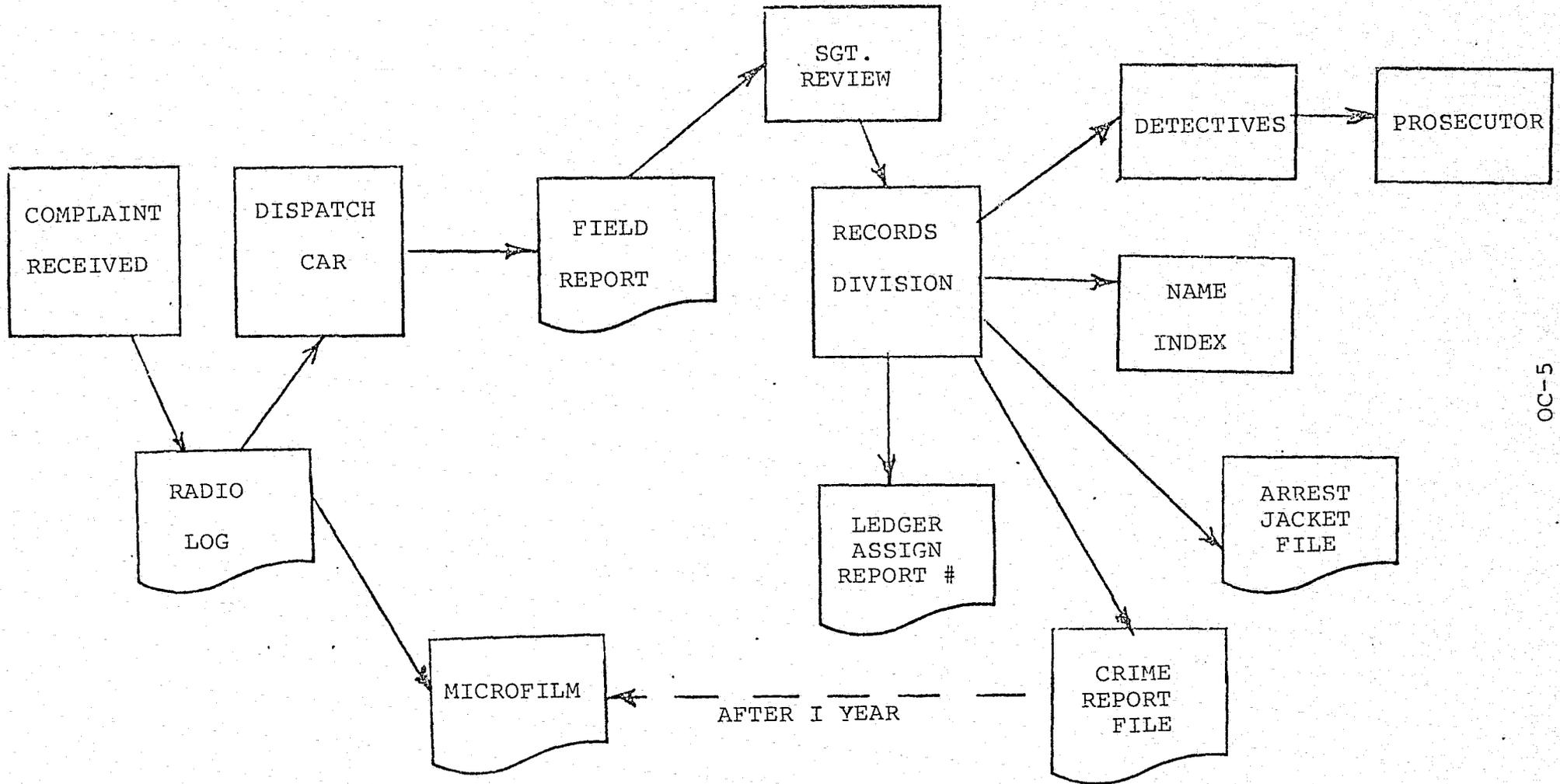
Complaints are received by radio dispatch where they are logged and given to patrol units. Information logged includes type of complaint, location, time of arrival and when received. No number is assigned to link complaint and initial report at this time.

Patrol Officer decides if a report is needed for valid information in compliance with department regulations. Reporting procedures have indicated a great number of errors and generally incomplete reports are being submitted and Sergeant's are to generate better procedures to insure completeness and accuracy in this area.

The report is forwarded to the Records Division where a case # is assigned and correlated with the victim's name.

On followup reports, where necessary, the Detective completes a follow-up report which is assigned the same case # as the original report and the two reports are tied together in records.

No automation is used throughout the process. The District Attorney stresses the need for accurate data correlation and documentation of the crime and witness information. Indicated is the need for the field officer to properly fill out the initial reports.

TARGET TOWN

OC-7

BAY

TARGET

ACTON ST.

BORDER WAY

BLISS DR.

BLISS DR.

BLISS DR.

PALOMAR DR.

AVIATION BLVD.

MAIN ST.

N

① 1

② 2

③ 3

④ 4

⑤ 5

⑥ 6

⑦ 7

TARGET TOWN
UNIVERSITY

WINDING WAY

TARGET TOWN CITY HALL

TARGET TOWN
METRO AIRPORT
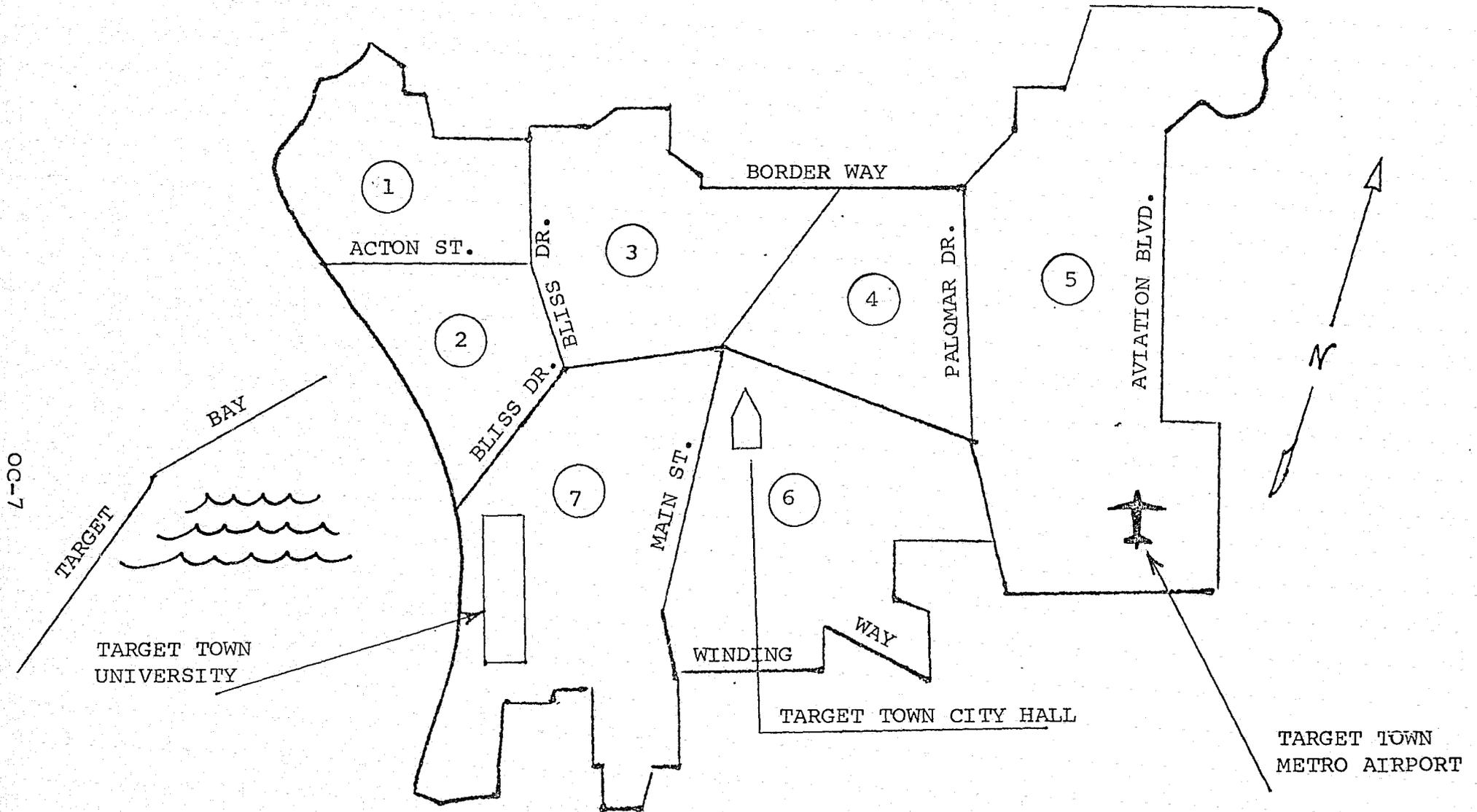
① RESIDENTIAL

② MULTIPLE DWELLING-SMALL BUS.

③ RESIDENTIAL-BUSINESSES

④ RESIDENTIAL

⑤ INDUSTRIAL-OFFICES

⑥ CIVIC-GOVERNMENT OFFICES-
MULTIPLE DWELLINGS

⑦ UNIVERSITY-
MULTIPLE DWELLINGS-
SMALL BUSINESSES

TARGET TOWN

AGE/SEX DISTRIBUTION OF
POPULATION AND TOTAL EACH SEX
1974 CENSUS - 119,000 PERSONS

Age	0 - 13	14-17	18-21	22-24	25-34	35-44	45-54	55-64	65 +	TOTAL
Sex	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM	MALE / FEM
Total By Sex	2098 / 2442	1177 / 2306	8494 / 16958	7215 / 8818	10234 / 8072	4810 / 3459	5219 / 5969	4810 / 7836	7113 / 11870	51170 / 67830
Of Total	4403	2975	24990	16184	18207	8330	11186	13685	19040	119000

TABLE I

TABLE 2

7 MAJOR INDEX CRIMES-TARGET TOWN

	1970	1971	1972	1973	1974	Total
Homicide	8	10	9	8	11	46
Rape	98	102	68	98	85	451
Robbery	402	326	466	524	541	2259
Agg. Assault	247	207	231	199	225	1109
Burglary	4087	4306	4371	4548	4643	21,955
Larceny	700	695	782	955	1124	4,256
Auto Theft	1130	1154	1221	1153	1356	6,014

TABLE 2A

TARGET TOWN 1974

HIGHEST CRIME LOCATIONS

	1st	2nd	3rd	4th	5th	
Homicides	4	3	2	2	-	11
	Beat 2	5	3	7	-	
Rapes	40	26	12	7	-	85
	Beat 7	5	3	4	6	
Agg. Assaults	52	46	43	41	41	225
	Beat 6	2	3	7	1	
Robberies	479	21	15	14	12	541
	Beat 2	3	1	4	7	
Burglaries	3334	611	293	209	166	4643
	Beat 2	6	5	3	1	
Larcenies	649	240	100	73	62	1124
	Beat 7	2	3	4	1	
Auto Thefts	525	283	214	179	155	1356
	Beat 7	6	5	3	4	

TABLE 3

SPECIAL STUDY

HOMOCIDE - TARGET TOWN

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
1970	1				1	1	2	1				2	8
1971	2		1				2	2			1	2	10
1972	1		1	1			1	2	1	1		1	9
1973		1		2		1	3	1					8
1974	1	1					5	2				2	11

TABLE 4

SPECIAL STUDY

RAPE — TARGET TOWN

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
1970	8	3	6	9	5	8	8	9	6	12	11	13	98
1971	7	4	8	15	6	11	9	8	7	9	8	10	102
1972	6	3	6	5	6	5	4	7	5	8	6	7	68
1973	1	1	4	7	9	10	11	9	2	1	1	2	58
1974	5	3	6	8	5	10	10	6	5	9	8	10	85

OC-12

TABLE 5

SPECIAL STUDY

ROBBERY — TARGET TOWN

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
1970	12	16	37	35	22	42	42	40	36	16	53	51	402
1971	13	10	29	38	23	39	33	36	7	13	41	44	326
1972	14	33	47	51	33	47	33	30	56	14	53	55	466
1973	18	31	42	63	47	68	52	55	39	26	40	43	524
1974	23	32	47	59	22	69	55	58	22	24	63	67	541

OC-13

TABLE 6

SPECIAL STUDY

AGGRAVATED ASSAULT - TARGET TOWN

	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL
1970	9	12	8	12	21	42	37	38	29	18	10	11	247
1971	5	1	9	9	22	31	33	21	35	17	14	10	207
1972	7	4	13	9	20	28	37	35	34	18	9	17	231
1973	4	3	10	10	24	33	39	19	28	20	3	6	199
1974	4	2	6	3	27	34	42	30	29	17	12	19	225

OC-14

SPECIAL STUDY

BURGLARY CRIME RATE - TARGET TOWN

OC-15

	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEP.	OCT..	NOV.	DEC.	TOTAL
1970	378	219	195	171	243	541	503	511	301	243	396	386	4087
1971	466	217	203	192	251	567	519	527	319	267	399	379	4306
1972	480	220	210	188	261	553	524	519	320	288	397	411	4371
1973	269	235	214	201	274	581	529	543	313	289	220	261	4548
1974	413	240	235	229	299	602	546	563	331	328	415	442	4643

TABLE 8

SPECIAL STUDY

LARCENY - TARGET TOWN

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
1970	37	33	40	44	54	35	71	78	70	23	97	113	700
1971	48	46	56	49	32	28	52	79	76	21	106	102	695
1972	37	35	45	46	39	47	85	96	55	31	134	132	782
1973	48	69	59	63	76	55	90	115	93	57	117	113	955
1974	79	74	72	75	77	54	97	112	102	45	171	166	1124

OC-16

TABLE 9

SPECIAL STUDY

AUTO THEFT RATE - TARGET TOWN

	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL
1970	72	79	69	58	94	127	135	146	102	70	79	99	1130
1971	79	81	82	68	71	135	141	139	104	75	77	102	1154
1972	81	92	77	78	81	137	132	148	119	78	85	113	1221
1973	80	87	79	80	77	143	145	151	118	82	60	51	1153
1974	92	83	87	89	94	152	158	162	121	84	94	140	1356

OC-17

TABLE 10

EXPENDITURES FOR FISCAL YEAR 1973 - 1974

POLICE DEPARTMENT

		PAYMENTS
A.	PERSONAL	$3,736,992
B.	TRANSPORTATION	131,665
C.	REPAIRS AND MAINTENANCE	11,862
D.	MATERIALS, SUPPLIES AND SERVICES	269,024
E.	ADDITIONS AND BETTERMENTS	10,912
		$4,160,455

TABLE 11

SALARY SCALE AND DISTRIBUTION OF PERSONNEL

(Effective December 31, 1973)

Title	No.	Monthly Salary	Office of the Chief	Administrative Division			Detective Division			Patrol Division			Service Division				Crime Specific Bureau
				Personnel and Training	Community Relations	Police Reserves	Inspectors Bureau	Juvenile Bureau	Spec. Investigation	Patrol Platoons	Traffic Bureau	Animal Shelter	Record Bureau	Identification Bureau	Warrant Bureau	Report Transcribing Bureau	
Chief of Police	1	2000-2775	1														
Captains	5	1866-2056	1	1			1			1							1
Lieutenants	7	1650-1820	1	1						3			2				
Inspectors	10	1461-1611					8	1									1
Juvenile Bureau Director	1	1650-1820						1									
Security Bureau Director	1	1461-1611	1														
Special Investigations Director	1	1461-1611							1								
Sergeants	22	1392-1533		1		1				15	1		2		1		1
Identification Expert	1	1392-1533												1			
Junior Traffic Police Director	1	1392-1533									1						
Patrol Officer (1)	139	1090-1392	1	2			6	4	3	85	13		12	2	3		8
Policewoman (2)	2	1090-1392					1	1									
Ass't Policewoman	6	814-1039		1					2					1		2	
Senior Clerk (3)	3	808-891	1													2	
Inter. Steno Clk (3)	3	716-788	1	1			1										
Inter. Acct. Clk (3)	1	716-788	1														
Inter. Typ. Clk (3)	17	680-751				1	2	1		1			5		3	3	1
Community Service Assistants (3)	4	734-810			2			1									1
Police Serv Asst (3)	15	734-810										1	12				2
Trainees & Aides (3)	17	2.44-3.66 (5)		17													
Account Clerk (3)	1	588-650	1														
Librarian (4)		1/8 time															
Key Punch Oper. (4)	2.5	698-769											2				.5
Psychiatrist (4)		10 hrs/wk															
Poundmaster (3)	1	891-982										1					
Ass't Poundmaster (3)	4	773-837										4					
Pound Attendant (3)	1	680-751										1					
Kennel Attendant (3)	.6	3.67 (5)										.6					
TOTAL	267.1		9	24	2	2	19	11	4	106	15	5.6	36	3	7	7	15.5

(1) Includes Senior Patrol Officers
(2) Includes Senior Policewoman
(3) Civilians
(4) Part-time Civilians
(5) Hourly Rate

TABLE 12

DISTRIBUTION OF PERSONNEL BY ACTIVITY

	1969		1970		1971		1972		1973	
	Authorized	Actual	Authorized	Actual	Authorized	Actual	Authorized	Actual	Authorized	Actual
Chief of Police	1	1	1	1	1	1	1	1	1	1
Office of the Chief	5	5	10	9	10	6	8	9	8	8
Personnel and Training	7	7	7	7	7	8	5	6.5	7	6
Community Relations	10	9	5	5	5	4	5	3.5	2	2
Police Reserves	2	2	2	2	2	2	2	2	2	2
Trainees-Aides	17	13	17	12	17	12	17	11	17	9.5
Inspectors Bureau	21	21	22	22	22	18	20	19.5	19	12
Juvenile Bureau	12	12	12	10	12	11	11	11	11	9
Special Investigations Bureau	4	4	4	4	4	4	4	4	4	4
Patrol Platoons	122	123	127	123	127	122	114	109	106	100
Traffic Bureau	8	9	8	9	8	6	8	5	15	13
Warrant Bureau	8	9	9	8	9	7	7	7	7	5
Report Transcribing Bureau	10	9	8	6	8	5	6	4.5	7	6
Animal Shelter	6	6	6	4	6	4	6.6	5	6.6	6.6
Record Bureau	31	24	31	32	31	26	33	24.5	36	32
Identification Bureau	8	8	8	8	8	7	6	6	3	3
Crime Specific Bureau									15.5	11.5
TOTAL	272	262	277	262	277	243	253.6	228.5	267.1	230.6

*Totals include 6.5 grant funded personnel

TABLE 13

POLICE PERSONNEL

APPOINTMENTS, RESIGNATIONS, RETIREMENTS,

MILITARY LEAVES

	1969	1970	1971	1972	1973
Appointed and Reinstated	65	28	31	23	41
Resigned	16	25	36	34.5	36.5
Retired	4	3	2	4	5
On Extended Military Leave	0	0	3	4	3
On Leave of Absence	1	0	3	3	0
On Pension	56	58	59	63	68
Died	1	2	0	0	1

TABLE 14

PLANT AND EQUIPMENT

VEHICLES:
     Ambulances, radio equipped ------------------------------- 2
     Patrol Wagons, radio equipped --------------------------- 1
     Identification Van, radio equipped ---------------------- 1
     Bus, portable communications center --------------------- 1
     Patrol Vehicles --- 35
     Radar Vehicles -- 3
     Staff and Administrative Vehicles ----------------------- 12
     Detective Vehicles -------------------------------------- 13
     Unmarked Vehicles --------------------------------------- 2
         TOTAL --- 70

OTHER EQUIPMENT
     Portable radios, transistor type, hand held ------------- 51
     Silent Alarms to Communications Center ------------------ 190
     Police Call Boxes --------------------------------------- 28

Police Radio Station - KSL 359, operating on 460.175 m.c. duplex

1. Hall of Justice Equipment
   a. Custom built Communications Center, 12 channel capacity
      with four complete operating positions.
   b. Motorola base transmitter, 90 watt rating, operating into
      a special antenna system on a 98 foot tower. Effective
      radiated power 350 watts.

Approximate useable range   Station to Car - 38 miles
                              Car to Car   - 6 miles
                              Car to Station - 24 miles

TABLE 15

ACTIVITY OF RECORD BUREAU

	1972	1973
Reports Processed and Filed	75,293	78,942
Ambulance and Emergency Runs	2,765	3,150
Jail Count	5,074	5,328

CRIME ANALYSIS UNIT

EVALUATION TECHNIQUES

EVALUATION – The assessment of the impact of program activities upon the target problem. Evaluation is principally "ends" oriented rather than "means" oriented. That is, evaluation relates to what is ultimately desired, not the way in which it is attained.

EFFICIENCY – The assessment of a program in terms of its execution in accordance with its plan – – – in terms of time, allocation of manpower and equipment, program activities, and funds expended. Thus, efficiency is principally "means" oriented. I.e., given that two programs result in similar results, efficiency is concerned with identifying which of the two is most conservative in the expenditure of resources.

GOAL – A general, hopefully quantified statement of an overall targeted accomplishment.

OBJECTIVE – A specific, quantified target which will contribute to the goal.

PROJECT – An activity directed towards meeting an objective.

PROGRAM -   A set of integrated projects and object-
              ives which, together, are directed towards
              a goal.

Example: Program goal - habilitate 400 known drug
                             abusers in two years.

              Project (1) objective - enroll 500 known
                             heroin abusers in methadone
                             maintenance treatment over
                             the next two years.

              Project (2) objective - reduce the unemploy-
                             ment rate for known drug abusers
                             to 6%.

EVALUATION ELEMENTS

Phase   Steps

Planning
```
┌─────────────┐
│ Quantify    │
│ goals and   │
│ objectives  │
└─────────────┘
```

Planning
```
┌─────────────┐
│ Establish   │
│ goal/objec- │
│ tive rela-  │
│ tionship    │
└─────────────┘
```

Planning
```
┌─────────────┐
│ Identify    │
│ evaluation  │
│ measures    │
└─────────────┘
```

Planning
```
┌─────────────┐
│ Determine   │
│ data needs  │
└─────────────┘
```

Planning
```
┌─────────────┐
│ Determine   │
│ methods of  │
│ analysis    │
└─────────────┘
```

Monitoring
```
┌─────────────┐
│ Monitor     │
│ evaluation  │
│ of project  │
│ or program  │
└─────────────┘
```

Analysis
```
┌─────────────┐
│ Perform     │
│ Analysis    │
└─────────────┘
```
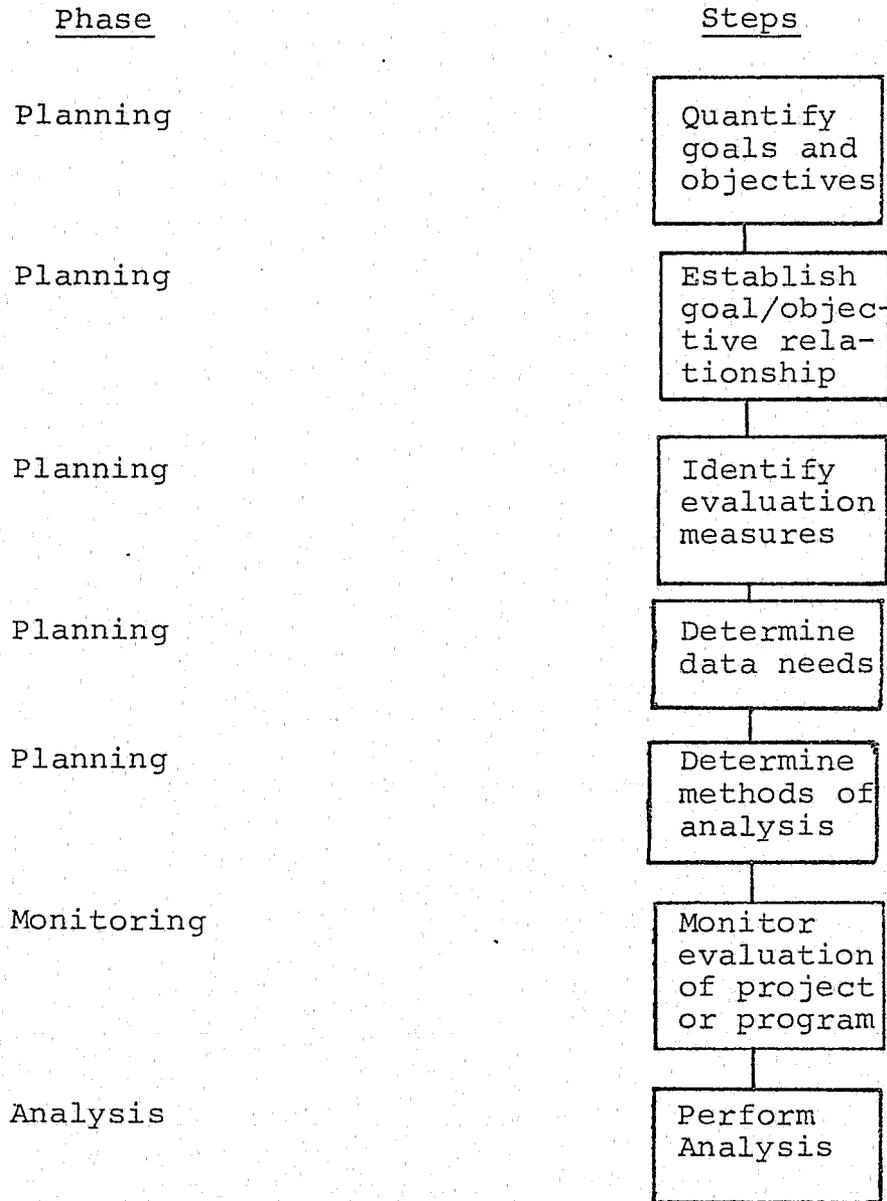
AN EXAMPLE OF ESTABLISHING A GOAL/OBJECTIVE RELATIONSHIP

Suppose that the police, courts, prosecution, defense attorneys, and other elements of the law enforcement and criminal justice system of an American city perceives that an estimated 50% of the city's 8,000 stranger-to-stranger crimes and burglaries per year are drug related. If a drug control program aimed at reducing the drug user population 400 (assuming all other factors constant) in two years was met, then crime and burglary would be reduced. The amount of the reduction would depend on the number of habilitated drug users who were involved in crime and burglary and the per capita number of incidents. Suppose that 80% of the reformed drug abusers had committed an average (mean) of two crimes and/or burglaries per user over the two year period of the grant. What percentage reduction in burglaries and stranger-to-stranger crimes could we expect in a year?

ESSENTIALS FOR AN EFFECTIVE EVALUATION

Each of the following attributes are essential for a success-
ful project evaluation. Each attribute builds and follows
upon those which precede it. As a result, all of the attri-
butes must be present in order to obtain an overall picture
of the chances for a successful evaluation.

(1) Statement of Goals and Objectives:

Does the evaluation component offer a clear statement
of the objectives of the project? Goals or objectives
are simply summary statements which highlight what the
program or project is designed to achieve. In order to
be most useful, they should attempt to quantify desired
results. As such, they provide the basis both for the
evaluation planning and the evaluation analysis surround-
ing the program or project.

(2) Identification of Evaluation Measures:

Does the evaluation component clearly identify those
measures appropriate to the project's stated objectives?
A project's objectives are the key to the development of
the overall evaluation component. Hence, the evaluation
measures appropriate to a given project should follow the
project's objectives.

(3) Specification of Data Requirements:

Does the evaluation component exhaustively specify
the data required for developing the evaluation measures?
Data from a variety of sources and dealing with diverse
aspects of a project will often be required to form a
single evaluation measure. The specification of data
requirements, therefore, involves the explicit determina-
tion of the data elements required for the evaluation.

(4) Statement of Data Collection Approach:

Does the evaluation component state how the data will be
collected? Responsibility must be assigned for reporting
various required data elements. Specific reporting periods
ought to be established, and designs for simplified, stan-
dardized forms should be included.

(5) Statement of Data Analysis Approach:

Does the evaluation component present a data analysis
plan? The project's objectives and their associated
evaluation measures must drive any data analysis efforts.
The data analysis plan, then, should summarize how the
data elements are to be combined to determine project
results.

(6) <u>Presentation of Evaluation Reporting Schedule</u>:

Does the evaluation component present an appropriate
evaluation reporting schedule in terms of report timing
and content? It is essential to have a project evalua-
reporting schedule to work from. There is a need for
timely reporting for project monitoring and continuation
purposes. There is a managerial need to know what the
results of project operation have been and how these
results relate to project objectives.

-Project or program implementation

-Evaluation component implementation

-Project and program scope

-Evaluation plan scope

ANALYSIS

-Responsibilities

-Timing and Extent of Analysis

-Uses of Analysis

CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION
4343 Williamsbourgh Drive, Suite 100
Sacramento, California 95823

AGREEMENT - CRIME ANALYSIS TRAINING

Name: _____ Address: _____

Position: _____   _____

Agency: _____

Student shall attend a training session sponsored by the California Crime

Technological Research Foundation (CCTRF). Student will attend without

compensation. Enrollment will necessitate student's attendance and

participation in a training session during the period April 21, 1975

through December 31, 1975.

For travel at the request of CCTRF, student will be paid per diem and

reimbursed for transportation costs in accordance with California State

Board of Control Rules. Student shall select the method of transpor-

tation which is the most economically practical and in the best interest

of CCTRF. Expenses will be paid to student upon receipt of a signed

Crime Analysis Training Expense Claim in triplicate. Payments under

this agreement shall not in the aggregate exceed the sum of $5,000.

Student's signature and return of all three copies of this agreement

will constitute acceptance. A copy will be returned when signed by CCTRF.

_____   _____
   Student Signature   Date

I hereby certify that all conditions for exemption have been complied
with and this contract is exempt from Department of General Services'
approval.

_____   _____
          Approved   Date

-----------------------------Funding Information--------------------------------

Agency: California Crime Technological Research Foundation
Payable From: General Fund
Grant No.: 75TN-99-0002

CAT#11 Rev. 4/30/75

CALIFORNIA CRIME TECHNOLOGICAL RESEARCH FOUNDATION

Grant No. 75TN-99-0002

Claimant's Name:	Residence Address:

The following per diem and travel expenses were incurred for
attendance at the Crime Analysis Unit Seminar on _____

at _____

Date and time of departure from residence _____

Date and time of return to residence _____

Private transportation (_____miles @ 15¢) $ _____

    License No. _____

Public Transportation (attached voucher) $ _____

Taxi or Limousine (attached voucher) $ _____

Parking (receipt if over $2.50) $ _____

Other (receipt if over $1.00; explain on $ _____
      reverse side)

Lodging (attached voucher) $ _____

                           TOTAL EXPENSES $ _____

Per Diem Computation

Office Use Only

_____ days @ $28/day plus _____ hrs. @ $_____ = $ _____

Alternate: _____ day(s) @ $14/day plus

        _____ hrs. @ $_____   = $ _____

                  TOTAL CLAIM $ _____

Claimant's Signature:

Approved for Payment:

Complete in duplicate and forward all copies signed with attached
vouchers to Pete Petersen, California Crime Technological Research
Foundation, 4343 Williamsbourgh Drive, Suite 100,
Sacramento, California 95823.

CAT#12 Rev. 4/30/75

Account No. 942 635 720 002 00

CRIME ANALYSIS PROCESS EVALUATION

1. Course Overview (Arenberg)

    Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

    Comments (Improvements, if any)_____

    _____

    _____

2. Theory (Arenberg)

    Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

    Comments (Improvements, if any)_____

    _____

    _____

3. Key Sort Exercise (Bird - Petersen)

    Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

    Comments (Improvements, if any)_____

    _____

    _____

4. Organizational Concepts Exercise (Petersen - Bird)

    Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

    Comments (Improvements, if any)_____

    _____

    _____

5. Example of an Operative Unit (   )

    Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

    Comments (Improvements, if any)_____

    _____

    _____

6. Summary (Bird)

Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

Comments (Improvements, if any)_____

_____

_____

7. Instructor (Shel Arenberg)

Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

Comments (Voice, vocabulary, preparations, visual aids, overall
effect)

_____

_____

_____

8. Instructor (Bruce Bird)

Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

Comments (Voice, vocabulary, preparations, visual aids, overall
effect)

_____

_____

_____

9. Instructor (Pete Petersen)

Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

Comments (Voice, vocabulary, preparations, visual aids, overall
effect)

_____

_____

_____

10. Overall Course

Excellent ( ) Good ( ) Fair ( ) Needs Improvement ( )

Comments (Improvements, if any)_____

_____

_____

11. Were you generally satisfied with the course administration, the travel and motel arrangements, etc.

Yes ( )   No ( )

Comments:_____

_____

_____

_____

_____

CRIME ANALYSIS PROCESS EVALUATION

1. Course Overview (Arenberg)

   Excellent (26) Good (8) Fair ( ) Needs Improvement ( )

   Comments

   Would like expanded presentation of probability analysis with some type of work book available.

   An excellent job was done to keep within the understanding capabilities of the class.

   Would like it extended to deal in more detail with methods.

   Good presentation - but did not tie in with specifics at first so I was not up on what it was leading to.

   Well prepared.

   Relates well to police problems and is slanted well toward police perspectives.

   Enjoyed presentation - instructor lead off well, got everyone interested.

   Could be longer for more benefit.

   Good general outline of what to expect for three days.

   Interesting presentation - Suggest need of better visual aids.

   More time.

2. Theory (Arenberg)

   Excellent (27) Good (7) Fair ( ) Needs Improvement ( )

   Comments

   Probably over the head of most non-analytical types.

   Made concepts easy to grasp.

   Needed more time to absorb all the information and theory presented.

   What was beneficial was relating the theory to practical police examples (i.e., probability - police sharp shooters)

Would like expanded presentation of probability analysis
with some type of workbook available.

I could find no fault.

Well done.

Needs to be expanded to include more practical applications
with exercises to provide deeper understanding.

Need more math formulas presented on handouts for future
reference.

Need some practical exercises.

Somewhat more repetitive than needed.

Terrific approach. Would personally like to be taught crime
analysis by this individual.

3. Key Sort Exercise (Bird - Petersen)

Excellent (21) Good (12) Fair ( ) Needs Improvement (1)

Comments

Interesting, but time consuming.

Needed more time to work with system.

Didn't have time to go into depth.

My first contact with key sort - very well showed the
capabilities of the mechanical system.

The practical exercise can help sort out problems before
going to an automated system.

Small system, without mechanical help, seems cumbersome.

No improvement needed.

Exercises could have been improved by giving more or clearer
instruction on the function of the card.

Very informational - would like to have had someone now
using program to present so first hand experience could
add.

Doing this type of exercise is preferable to watching it
being done.

Needs to be structured slower for those unfamiliar with
its utilization.

Really shows what can be done with just a few dollars.

It's good that s system is introduced, due to some dept's. having no need at the time for the more expensive system.

Enjoyable part of seminar.

Offer class an approximate size of what key sort system might become eventually.

Might have a few cards developed as examples to return to our Department with.

Suggest additional information on system capabilities, etc.

Too much time spent.

Didn't care to much for the system.

4. Organizational Concepts Exercise (Petersen - Bird)

   Excellent (13) Good (17) Fair (3) Needs Improvement ( )

   <u>Comments</u>

   Good to see how the organization best fits in existing Departments.

   Again, needed more time.

   Gave us a practical experience which many encounter in setting up an analysis unit.

   Need more analysis between sworn & non-sworn crime analysis personnel.

   Well presented.

   Precisely oriented to comprehension.

   Thoroughly presented.

   Very interesting exercises and very helpful.

   More time for more detail.

   Better exercise would be to set up the structure of a CAU rather than "selling" a broad general plan.

   Hard to organize a CAU for a department you are not very familiar with.

5. Example of an Operative Unit (Macsas)

    Excellent (18) Good (13) Fair (1) Needs Improvement ( )

    Comments

    This enables us to get a first hand idea of the future poten-
    tial of our analysis unit.

    Would like to have seen some of his computer & manual reports.

    Well presented.

    The speaker was down to earth, gave real life information
    and was practical in his advice.

    Very excellent. Gained some knowledge of what must be done
    and what is to be expected.

    A necessary "clencher" detailing practical applications of
    CAU.

    Speaker knew subject, however, he rambled - needs to organize
    his thoughts in some type of sequence.

    Give a little more time to this area.

    He was a very good speaker.

6. Summary (Bird)

    Excellent (12) Good (18) Fair (2) Needs Improvement ( )

    Comments

    Could be a little more forceful in concluding remarks.

    To some extent, it seemed unnecessary.

    Well presented.

    Excellent as summaries go, but need compacting.

    Well administratively presented.

    Spoke a little too softly - could have been more dynamic.

    Too detailed.

    I'm not sure this is necessary. Time could be better used
    on "overview & theory".

7. Instructor (Shel Arenberg)

    Excellent (30) Good (2) Fair ( ) Needs Improvement ( )

Comments

Academic type that relates very well. Should use other examples than LAPD when in areas totally different.

Very well prepared.

Exceptional presentations.

Very easy to listen to.

Has enough character to convey the message without putting

He is knowledgeable in this field and has such a wide experience that is beneficial to us all.

Knows subject matter - has good voice.

Information, delivery, visual aids were all quite impressive.

Personable - showmanship

Best instructor overall - at least kept my attention.

Very interesting in the effects, his material is brought across.

Was able to maintain interest of class and when the subject was rather high in knowledge know how, used common language for easier understanding.

Good background in police ops. Through preparation. "Sold his audience" all of the product.

Very good instructor; interesting and made a dry subject fun to work with.

Relates well to law enforcement people - very articulate speaker, good humor.

Very well presented.

Vocabulary was a little above me. I haven't been to college.

He made what is very complex a lot clearer with his very apparent talent.

8. Instructor (Bruce Bird)

Excellent (24) Good (8) Fair ( ) Needs Improvement ( )

Comments

Good voice and overall effect

Could develop a bit more inflection - tended to speak in a monatone.

All instructors obviously well prepared.

Moves at a well regulated, easy to follow pace.

Very well presented - should smile more.

Needs to loosen up - very well qualified.

Personable - organized.

Lack spark in creating interest more stereo type in lecture structure.

Very informative and prepared.

Voice was good and strong and the training provided by Mr. Bird was helpful.

Very good instructor in all aspects.

Appears very dedicated, however, seems a bit too businesslike at times - Needs to relax some.

Like Shel, Bruce was a very good speaker.

Well done.

Needs some more volume and variation of tone.

9. Instructor (Pete Petersen)

Excellent (25) Good (6) Fair ( ) Needs Improvement (1)

Comments

Had good visual aids.

Well prepared for limited amount of time he instructed.

A little rough - has the knowledge and ability - probably will improve with time.

Delivered the information with a minimal of effort, info received with little effort.

Very good instructor.

Personable - capable.

Very informative and prepared.

It was easy to listen to Mr. Petersen as his voice and personality were easy to understand.

Good visuals and presentation.

Very good instructor in all aspects.

Typical x-cop. Knows his subject and enjoys the association with law enforcement people. Gives real steady presentation.

Pete was a very good speaker and visual aids were very good.

Well done.

Illegible from audience - suggest using oversize print heading and refer to figure # in manual when showing forms and charts, etc.

10. Overall Course

Excellent (21) Good (11) Fair ( ) Needs Improvement ( )

Comments

Maybe a 5-day course needs to be developed with major emphasis on analysis.

Better than 3-week course presented by Northwestern University.

A good course which tries to be all things and thereby suffers; Should be two separate courses; one which is designed to make crime analysts and a separate course (non-technical) for police managers - to make them understand the role of crime analysis.

We should have had two weeks to absorb all the information available.

Need to have a course aimed at existing crime analysis units and personnel.

Short, too much, too quick.

Good instruction, well presented.

Well planned - covers subject.

Needs to be four days instead of three.

Should spend more time on projects - would increase participation #4.

Longer!

Exercises were very helpful and are not stuffed down your throat. Perhaps one or two more short exercises.

The course, well presented, instructors were professional, but material could be better covered in a 5-day time period. This time needed for better comprehension of subject.

Feel I have learned something in new area.

The course was well prepared.

If possible, have field trips to agencies that have such a unit.

11. Were you generally satisfied with the course administration, the travel and motel arrangements, etc.

   Yes (33)   No ( )

Comments

Would have been more helpful if part of the course material, prescriptive package book, had been mailed out earlier.

Course should be longer.

My only regret is that this school didn't last longer.

Except for hallway.

Travel and motel excellent.

Thorough saturation is more in line of some needs of those not familiar with CAU.

Excellent.

This was the best and most interesting school that I have attended and I'm sure that my department will take advantage of what I have learned.

A 5-day course would have been more adequate as this subject is new and many more things could have been discussed and some to a greater extent. With the time alloted the instructors did a very excellent job.

Motel arrangements were very good. Course administration was excellent and I feel I have learned very much from the course.

Would like a one or two day fol-ow up after several weeks back with department. This would enable officer to present problem in implementation and any technical aspects he is having trouble with. Should conside six month follow up also. Can review direction of unit as functioning and general impact on crime.

Very worth the time.

CRIME ANALYSIS PROCESS EVALUATION

1. Course Overview (Arenberg)

Excellent (21) Good (11) Fair ( ) Needs Improvement ( )

Comments

Over-simplified.

Well prepared.

Well presented.

Has excellent presentation with his knowledge of police work and procedures.

Gave a new outlook - to old technique - very good.

Background info on statistical methods is essential; a good feature.

Gains and holds attention - understandable.

Very good, really got student's attention.

2. Theory (Arenberg)

Excellent (25) Good (9) Fair ( ) Needs Improvement ( )

Comments

Handouts outlining some of L.A.'s success stories would be nice.

Good instructor. Keeps student interest even on dry subjects.

Very good.

A little deep in places.

May need to spend a little more time here for those of us who haven't added two numbers since college. Possibly add some immediate exercises dealing with theory.

Don't assume that police people do not have the intelligence to comprehend statistical theory.

Very valuable - gave me some good ideas to take back; probably the best part of the program.

Math areas could be simplified a little for the non-mathematician.

Very interesting.

Easily understood.

3. Key Sort Exercise (Bird - Petersen)

    Excellent (15) Good (13) Fair (3) Needs Improvement ( )

    Comments

    Need to give more time to groups working on exercises to insure they understand the method and how key-sorting can be used, rather than a rush to keep on schedule. The idea is to convince them that something like key-sort should be used in their departments.

    Helped understand how cards function.

    Thanks for new methods.

    Need more time to work with the cards.

    Interesting demonstration and exercise.

    Not enough time spent ro realize the full potential.

    Shows an approach which was not familiar and could be useful in various approaches.

    More time could be used.

    Need more information on the cards in order to make valid recommendations

    This gave us the opportunity to gain experience with expert supervision.

    Introduced something new that could be used in my department even though we are automated.

    A little more explanation on establishing basic criteria for sort of cards.

    Continue use of practical application.

    More time should be allotted to this.

    Not enough time - reduce number of exercises. (The idea is all we need in this type course).

    Not enough time devoted to this particular subject.

4. Organizational Concepts Exercise (Petersen - Bird)

    Excellent (11) Good (18) Fair ( ) Needs Improvement (1)

    Comments

    Organizational charts for actual operational units would be nice.

    Subject hard to keep interesting. However, did good job.

    Over-simplified.

    Improves understanding of class.

4. Organizational Concepts Exercise (Petersen - Bird) (CONTINUED)

   Need additional time to cover this material in greater detail.

   This project would have been much more valuable if it was assigned
   ahead and people were given more time to work on it-i.e., pass out
   exercise at start of seminar.

   A little more time could be spent on this.

   Never addressed the topic - jumped from subject to subject.

   Good.

5. Example of an Operative Unit (Parsons)

   Excellent (21) Good (6) Fair ( ) Needs Improvement (1)

   Comments

   Parson's talk very informative, he's been there and there is no sub-
   stitute for experience.

   I suggest you bring in a chief who can prepare a presentation that
   relates to the seminar. Especially one who says something more
   than "crime analysis" is all "pervasive" and the proceeds to ex-
   plain OBTS data elements.

   Very interesting and informative talk.

   Interesting as well as informative. One of the highlights of the semina

   The reality of use of ideas clarified the ideas presented.

   Need additional time to cover this material in greater detail.

   Super.

   Chief Parsons did an excellent job; I would like to visit his department
   to see if it's as good as he says.

   Very informative, especially the parts which expanded on use of crime
   analysis unit.

   Excellent presentation by Chief Parson, good choice for speakers.

   This was very informative. A very vital part of the program.

   Very informative, delivered very well.

   Presentation gave a broad look at how the work of a crime analysis
   unit fits into the total criminal justice system in an effort to
   reduce crime.

   Not enough time allotted.

6. Summary (Bird)

   Excellent (17) Good (7) Fair (1) Needs Improvement (1)

6. **Summary (Bird) (CONTINUED)**

Comments

The program has definite positive contribution possibilities for implementation and should assist departments.

Hurriedly presented. Time span should be expanded.

7. **Instructor (Arenberg)**

Excellent (27) Good (7) Fair ( ) Needs Improvement ( )

Comments

Well versed on all subjects presented-easily understood.

Could be a little less cocky!

Had a good rapport with class and was able to present the information in a meaningful manner.

Very good orator - good before a group. Has ability to relate to police problems.

Very good-kept interest of students.

Wish we could have a longer program in the "nuts & bolts" of CA.

Insight in practical police problems made excellent presentation.

Very good in all of comments.

His understanding of how to communicate with law enforcement personnel in their terms allows for understanding of the points he desires to make.

Well informed on subject material and presented in an outstanding manner.

Include other methods for forecasting - reduce introduction session.

Very good instuctor.

His delivery and effectiveness second to none. Number 1 rating in my book.

8. **Instructor (Bruce Bird)**

Excellent (22) Good (8) Fair (2) Needs Improvement ( )

Comments

Did good job of coordinating classes.

When evaluating case studies you asked several direct, pointed questions on evaluation etc. Why not collect these questions over period of time and make handout for evaluation process.

Well prepared.

4

8. Instructor (Bruce Bird) (CONTINUED)

Extremely personable.

Has a very good ability to field questions.

Very good in all of comments-could speak a little more forceful.

Needs a little more enthusiasm.

Seems a little timid.

Well organized and kept the course moving in a logical manner.

No class control - could be a little more commanding.

Has the ability to follow outlines well - uses visuals well.

9. Instructor (Pete Petersen)

Excellent (17) Good (13) Fair (2) Needs Improvement (.)

Comments

Visual aids well prepared and easily understood.

Lack of knowledge on subject "or" not able to transmit same.

Appeared to be thoroughly with subject matter presented.

Good relations with students.

Very good in all of comments-slow speaker sometime.

Can present material in a concise and understandable manner.

All instructors well prepared, knowledgeable, articulate. All sessions
informative and interesting.

Well prepared.

Generally, an impressive staff with excellent credentials and a
good ability to get their point across!

Over-simplified but applicable.

Did good job even though topic was hard to keep interesting.

10. Overall Course

Excellent (21) Good (11) Fair ( ) Needs Improvement ( )

Comments

Very good.

Excellent coverage of techniques and basics of running CAU.

Practical applicability of the presentation is its most worthwhile
attribute.

11. <u>Were you generally satisfied with the course administration, the travel</u>
    <u>and motel arrangements, etc. (CONTINUED)</u>

Motel arrangements and classes in-house were excellent.

Will you follow-up - if so, will participants be informed of findings?

I believe the course is excellent for the people it is aimed at -
however, instead of suggesting this course be altered, I suggest a
course such as this for smaller departments with manual systems -
say in the 50,000 population class with approx. 100 officers.
We need this concept, but on less grand a scale.

Accommodations very good.

The overall program was successful - there was not any unfavorable
comments from any of the attendees. Thanks for the course!

Although criminal analysis is not my line of work and had I known
the actual subject of the course I would have sent someone else, I
must admit it was very informative and gives me a better insight of
this program to explain to our new police planner.