

45979

**INTEGRATED CRIMINAL APPREHENSION PROGRAM**

**Status Report on  
Program Implementation and Development**

**Executive Summary**

January 31, 1978



**LAW ENFORCEMENT ASSISTANCE ADMINISTRATION**

**U.S. DEPARTMENT OF JUSTICE**

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1. INTRODUCTION

*It should be the constant study of all connected with the force to render to the community the most valuable services in their power; not confining themselves to the letter of the rule, but exercising their judgement how best they can promote the public safety and convenience, assured that the more varied their duty the less wearisome will be their rounds, the more agreeable and useful their existence. \**

Throughout their history, police departments have been responsible for performing a broad range of duties, only a small portion of which are crime-related. Since the beginning of organized policing over a century and a half ago, departments have been continuously pressed to keep up with the rapid growth of cities and sprawling suburbs and the amassed concentrations of diverse population groups associated with such change.

The 1970's have brought a marked change in the concept of patrol, which heretofore had been relegated to a minor role in crime-related police activities. Growing citizen concern about crime and the cost of law enforcement has brought pressure upon police departments across the Nation to become more effective and to increase the productivity of the individual officer. Improving the effectiveness and efficiency of the patrol force is now viewed as having the greatest potential for improving overall police services. Thus, in recent years, the Law Enforcement Assistance Administration (LEAA) has sponsored police programs that have focused on enhancing the role of the patrol officer and improving the analysis functions and decisionmaking processes that guide his deployment.

The Integrated Criminal Apprehension Program (ICAP) was originally developed by LEAA as an outgrowth of accumulated experience and literature derived from a number of Federally sponsored police programs. While the bulk of these programs have emphasized the use of crime analysis to enhance patrol deployment, other program efforts in such areas as investigative and calls-for-service management have all contri-

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\* This quote and others appearing throughout the text have been taken from a police duty manual prepared during the first decade of this century.

buted to the development of the ICAP program. By incorporating the key elements of these programs into ICAP, LEAA has provided participating law enforcement agencies with a logical framework upon which they can enhance and expand police service delivery in their respective communities.

This document has been prepared to provide an overall summary of findings contained in a previous report entitled, Integrated Criminal Apprehension Program: Status Report on Program Implementation and Development, January 31, 1978.

The 31 police departments identified as recipients of LEAA discretionary funding under the terms of the Patrol Emphasis Program (PEP) and the Integrated Criminal Apprehension Program (ICAP) were visited between October and December 1977 to assess their immediate and long-term Technical Assistance needs with respect to PEP/ICAP program implementation and development. Table 1-1 provides a listing of the 31 police departments with corresponding dates of the Technical Assistance visits. Figure 1-1 illustrates the geographical distribution of participating agencies. During the site visits, the consultants conferred with department representatives from the following functional areas:

- Command -- Chief and Heads of Patrol and Investigation.
- Crime Analysis.
- Patrol -- Supervisors, line officers.
- Tactical Units.
- Records.
- Communications.
- Data Processing.
- Training.

Based upon the conferences and additional documentation, an assessment questionnaire was completed for each department. The contents of each form were subsequently used to prepare the ICAP Status Report, which this document summarizes.

TABLE 1-1

List of PEP/ICAP Jurisdictions and Dates of Visit

<u>Jurisdiction</u>	<u>Date of Visit</u>
Portsmouth, VA	October 24-25
Norfolk, VA	October 26-28
Plainfield, NJ	November 7-8
Portland, ME	November 7-8
Arlington, TX	November 7-8
Quincy, MA	November 9-10
Ft. Worth, TX	November 9-10
Minneapolis, MN	November 10-11
New Haven, CT	November 14-15
Racine, WI	November 14-15
Springfield, MO	November 14-15
San Diego, CA	November 14-15
E. Providence, RI	November 16-17
Pontiac, MI	November 17-18
Kansas City, MO	November 17-18
Stockton, CA	November 17-18
Memphis, TN	November 21-22
Lexington, KY	November 21-22
Austin, TX	November 21-22
Newburg, NY	November 21-22
Lawrence, KS	November 28-29
Jacksonville, FL	November 28-29
Colorado Springs, CO	November 28-30
Portland, OR	November 29-30
Pueblo, CO	December 1-2
New Orleans, LA	December 1-2
Simi Valley, CA	December 5-6
San Francisco, CA	December 5-6
Oxnard, CA	December 8-9
San Jose, CA	December 8-9
Atlantic City, NJ	December 12-13

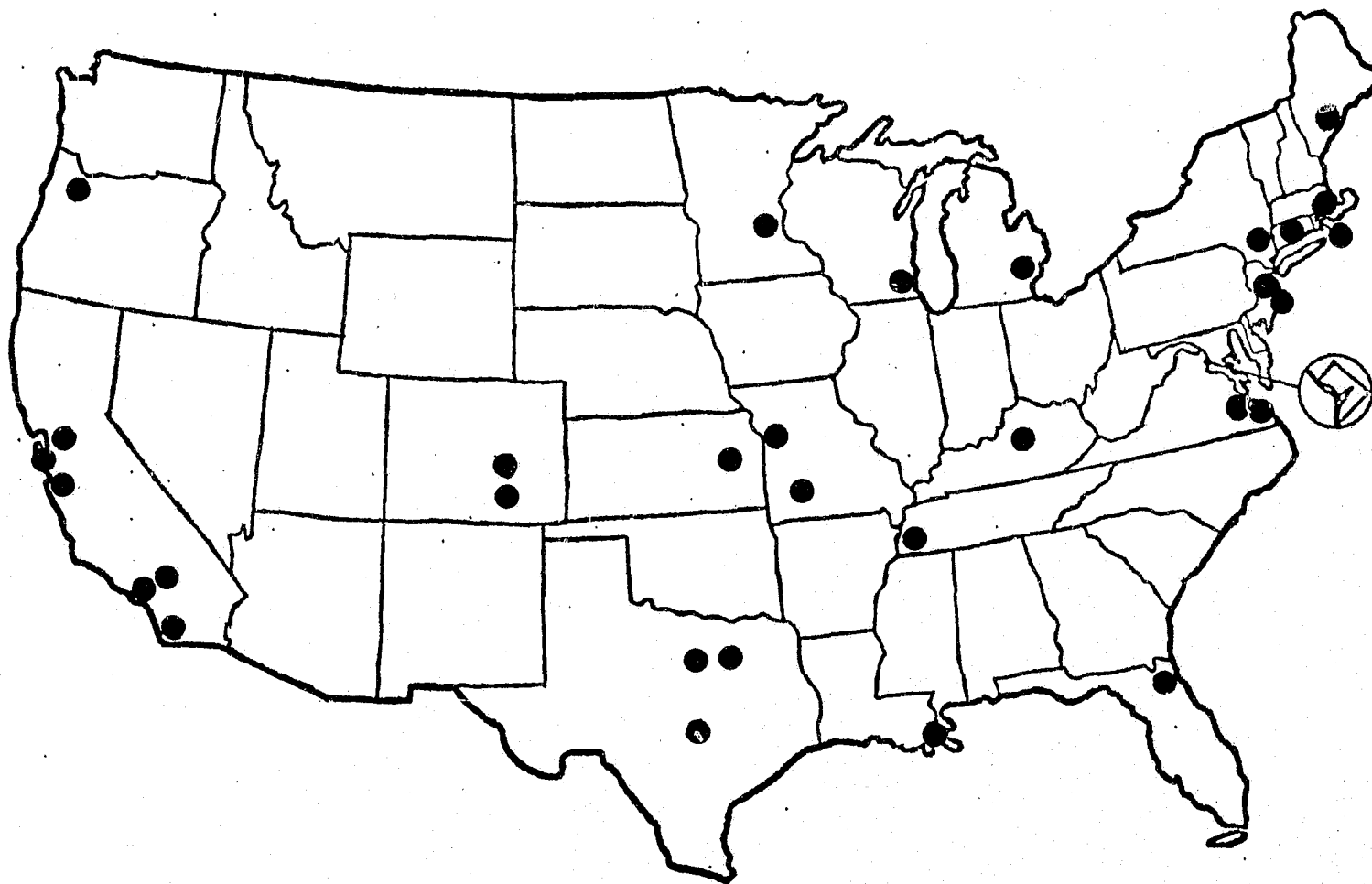
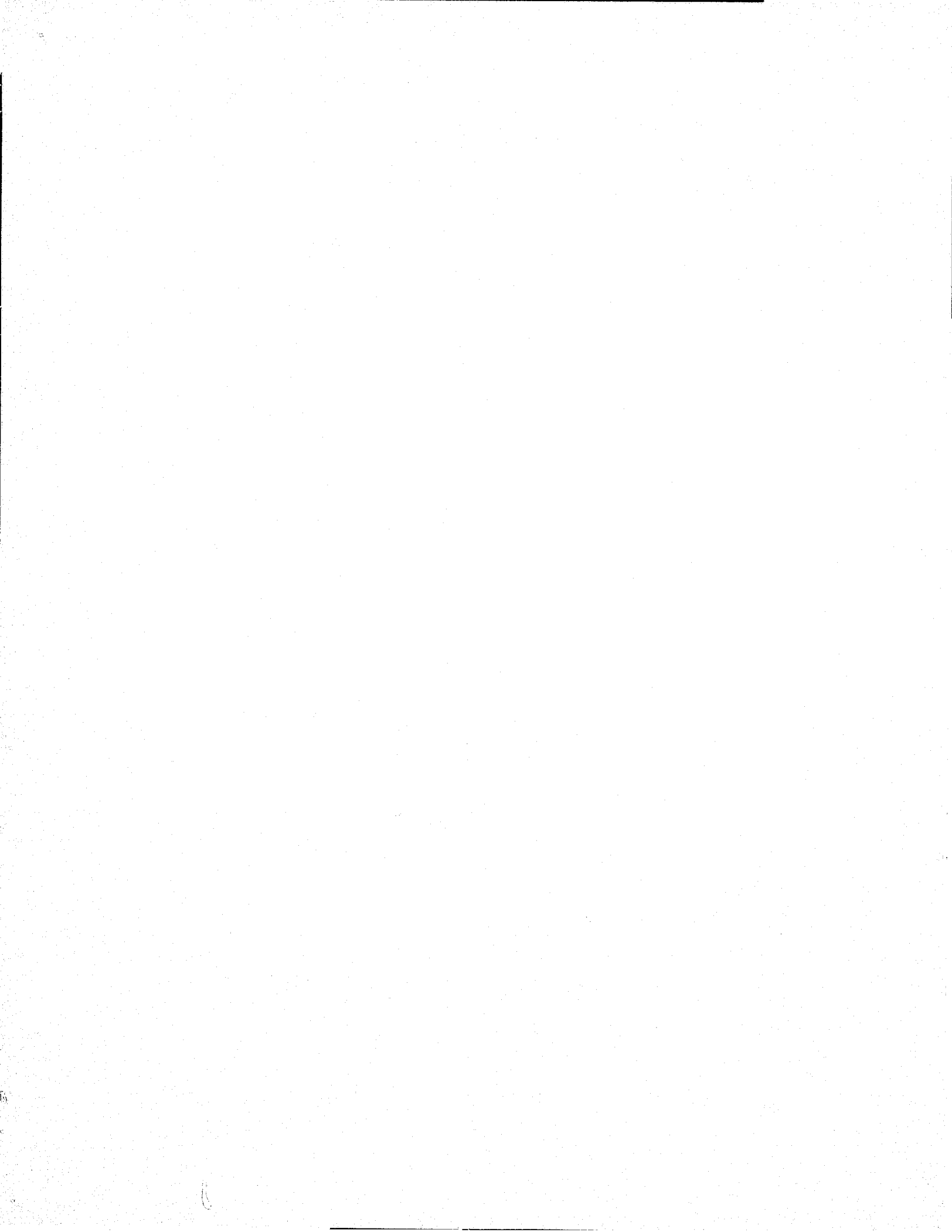


Figure 1-1. Distribution of PEP/ICAP Jurisdictions





## 2. PROGRAM DEVELOPMENT

*The principal object for which a Police Force is established may be briefly stated as follows:  
First, protection of life and property; second, prevention of crime; third, detection of offenders; fourth, preservation of the peace.*

In a very general sense, the Integrated Criminal Apprehension Program was developed as a method for integrating and directing field activities related to crime prevention, detection, and investigation that is based on systematic data collection and analysis. The overall thrust of the program has been to increase the efficiency and effectiveness of field services by systematically using information derived by crime analysis to direct the deployment of field units and tactical operations. The key objective of ICAP is to improve criminal apprehension by increasing the number and quality of arrests, clearances, prosecutions, and convictions, with emphasis on the serious, habitual offender.

To establish links between crime analysis, structured decisionmaking, and service delivery, ICAP projects have focused their activities on the development and implementation of the following capacities:

- Crime analysis.
- Structured decision processes.
- Patrol management concepts.
- Management of criminal investigation concepts.
- Serious, habitual offender apprehension and prosecution emphasis.

By stressing the development of these basic capacities in participating agencies, ICAP supports the institutionalization of various police activities and service delivery techniques that have been proven effective through a number of individual, LEAA-sponsored programs conducted over the last 5 years. More specifically, these programs have resulted in the development of new and improved police technology and concepts, such as:

- Preliminary and followup investigations by patrol.
- Beat management and beat profiling.
- Tactical crime prevention.
- Investigative case management techniques such as the use of solvability factors in case screening.

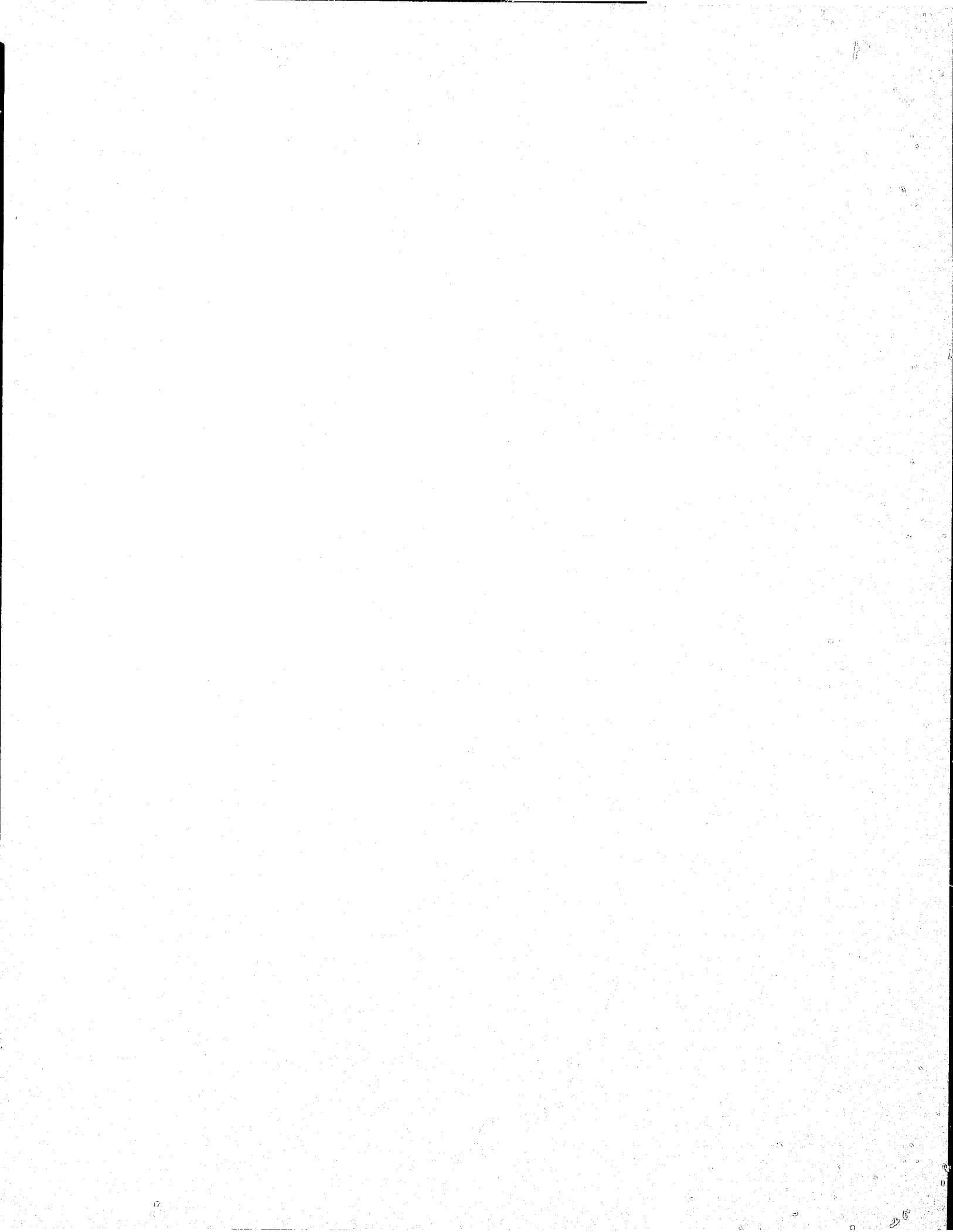
- Deterrent- and apprehension-oriented patrol tactics, such as directed patrol.
- Handling victims of crime and crisis situations.
- Antifencing operations.
- Warrant service systems.
- Career criminal prosecution.
- Patrol allocation and deployment strategies such as Split-Force.

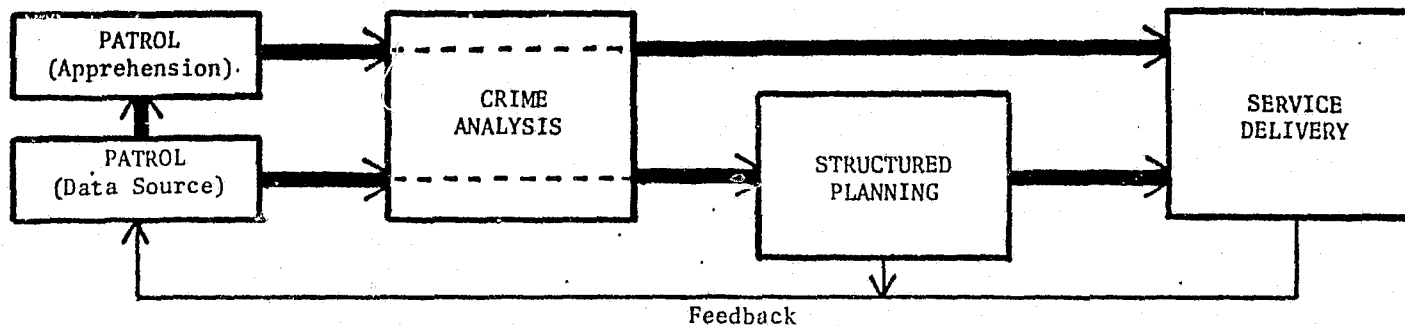
Thus, ICAP provides a solid planning and operational base for continued development of previous LEAA-supported demonstration programs in the police area, as well as providing site-specific opportunities for the development of other new and improved police concepts.

The literature developed in support of ICAP -- specifically the LEAA Program Guide, national contractor reports, and a series of volumes addressing the establishment and operation of police crime analysis units -- refers to the program as either a model or a method, depending upon the context in which the terms are used. In one context, ICAP is generally referred to as a *model* for integrating the various elements of police service delivery towards the general objective of increased effectiveness of all police services. In a different context, ICAP is referred to as a *method* for integrating field activities based upon systematic data collection and analysis. In reality, ICAP is *both* a model and a method -- a model in the sense that ICAP stresses the overall application of systematic planning and analysis for providing insight into the consequences of police service delivery decisions, and a method in that the ICAP model suggests a simplified technique or process for step-by-step decisionmaking that should occur at all levels of a police department. As a model, ICAP has introduced a structured approach to police service delivery problemsolving, enabling the police manager or policymaker to make an informed decision based upon an assessment of available, reasonable alternatives.

Figure 2-1 depicts the ICAP program model and logic flow. The model suggests an incremental, logical approach to increasing the effectiveness of police service delivery through capacity building in such areas as data collection and information support, crime analysis, structured decision processes, and criminal apprehension.

The successful implementation of the ICAP model in each participating agency will be contingent upon a number of circumstances unique to that department. However, certain key factors have been identified that can have a broad impact on implementation of the ICAP model:





Data Collection

Improve timely records management support.

Analysis

Improve analysis for planning purposes.

- Strategic
- Tactical
- Operations

Improve analysis of crime patterns

- Patterns
- Offender/MO

Increase identification of serious offenders among arrestees or suspects.

Improve completeness and accuracy of known-offender file.

Planning

Improve planning process -- establish links from analysis.

Improve decision process.

Increase use of crime analysis in deployment planning.

Improve informational feedback to police on case dispositions.

Service Delivery

Improve police procedures at scene of crime.

- Investigation/Evidence
- Victim/Witness

Improve timely initiation of investigative followup of serious crimes.

Improve screening and assignment of cases.

Improve continuity of criminal investigations of serious reported crime.

Improve efficiency and timeliness of warrant services.

Increase number and proportion of patrolmen making good arrests for serious offenses.

Improve use of feedback information on case dispositions to improve further police/prosecutor investigations and case preparation.

Figure 2-1. ICAP Model

- A majority of the departments involved in the program do not fully understand the ICAP model. Thus, they have a tendency to focus on program concepts or components such as case screening or preliminary investigations rather than building the requisite internal organizational capacities to support these concepts.
- The implementation of structured decisionmaking to support key ICAP concepts requires that participating agencies be able to generate and/or provide the data necessary for input into the structured decision process.
- In many instances, the ICAP model is viewed by participating police agencies more in terms of replacing or improving a process considered adequate rather than as a tool to be used to provide structure to police service delivery decisionmaking.

The enumeration of key obstacles to ICAP model implementation suggests certain characteristics inherent in successful implementation:

- All participating police agencies should have a clear understanding of the ICAP model, as well as an awareness of the policy issues and time frame necessary for achieving results from the program.
- The ICAP model should be documented for implementation by participating police agencies.
- The contents of the ICAP model documentation and related literature should be emphasized through direct personal contact between the participating police agencies and representatives of LEAA as the program sponsor.

The remaining sections of this chapter address key issues in ICAP program development.

## 2.1 Crime Analysis

*He must strictly watch the conduct of all persons of known bad character in such a manner that it will be evident to them that they are watched, fixing in his mind such impressions as will enable him to recognize persons whom he frequently meets in the*

*streets at night, and to the utmost of his power, prevent the commission of assaults, breaches of the peace, and all other crimes. He shall also note, during the night, all vehicles which in any way excite suspicion.*

Developmental efforts during the first year of the ICAP program focused on the establishment of crime analysis units (CAUs) in each of the participating police agencies. As of December 14, 1977 (the date the last Technical Assistance site assessment visit was conducted), 28 out of 31 departments had established crime analysis units in support of their ICAP projects. The three departments that had not implemented a CAU were newly funded cities, and each indicated that a unit would be established in early 1978.

To support the development of CAUs in each ICAP city, a series of five manuals were produced during 1977 that addressed the establishment and operation of a crime analysis unit, as well as the other related areas of operations analysis and records management. All of the ICAP cities were provided with a copy of each manual, and a series of cluster meetings held during the year afforded selected representatives from each ICAP department the opportunity to review operations and policy decisions associated with each topical area.

The decision to concentrate first year efforts on crime analysis capacity building was made expressly for the purpose of future program development. This initial decision to emphasize crime analysis in ICAP was made for a number of reasons.

First, crime analysis provided an excellent resource in police departments for emphasizing one of the overall goals of the ICAP program -- identification, apprehension, and successful prosecution of the serious, habitual offender. By focusing initial ICAP implementation on the establishment of CAUs, a number of police functions and ICAP objectives were supported through the applications of crime analysis methods to:

- Identify evolving or existent crime patterns.
- Identify crime patterns associated with the serious, habitual offender.
- Increase the number of cases cleared by arrest.
- Provide investigative leads.
- Increase prosecutorial case strength.
- Establish operational information for patrol planning and deployment of special operations/tactical units.

- Furnish support data to crime prevention programs.
- Furnish trend data for overall department planning, targeting, and budgeting.

Second, the initial emphasis on CAU implementation for ICAP established an organizational framework for application of the ICAP model. Since the primary objective of crime analysis is to provide information for (and thus support) operational planning and patrol deployment, the function serves to operationalize the structured decisionmaking approach to police service delivery. Furthermore, the capacity for CAUs to identify ongoing crime series through correlation of such key crime elements as modus operandi and suspect descriptions enhances the ability of patrol and investigative personnel to identify and apprehend serious, habitual offenders.

Third, the effective operation of a CAU has a tendency to influence the manner in which other department functions and activities are performed. The implementation of CAUs in participating ICAP departments has had a direct, positive influence in the improvement of field reporting and screening, together with the timely flow of field reports through the central records divisions. The effective operation of a CAU has many more residual influences on other departmental activities, such as communications, crime prevention, patrol investigations, and every other activity or function that uses crime information for planning purposes.

## 2.2 Structured Decision Processes

*Patrolmen must not walk together or talk with each other or any other person on their routes while on duty, unless it be to communicate information pertaining to the Department. They must not remain in one spot, but patrol their routes.*

Since the ICAP model stresses a structured decisionmaking approach to service delivery, a major emphasis of the program is to operationalize the process through the establishment of a structured planning function. The term "structured planning function" is a generic term used to characterize a function whose sole purpose is to enhance the identity and communicate the importance of the formalized decision process. In fact, the term "Integrated" in the ICAP acronym identifies both the impact and approach of the function, due to its function of combining information drawn from various departmental sources (e.g., crime analysis, operations analysis, and investigations) to establish crime-oriented goals, strategies, and tactics.

The ICAP program has fostered the establishment of various forms of structured planning units through the use of task forces and series resource and planning teams in several cities. These departments use the structured planning unit model for patrol emphasis, directed patrol,



investigative and patrol coordination, and many other strategic and tactical crime-oriented functions. Eventually, it is anticipated that these specialized planning resources will have a significant, positive influence on the manner in which police managers and supervisors carry out their responsibilities. Consequently, the primary function of the structured planning unit model is to build capacities for operational planning in key department personnel and positions.

### 2.3 Patrol Management Concepts

*Immediately after roll-call, each patrolman going out on duty shall proceed to his signal box, and report, and continue reporting during his tour of duty, and the last thing before leaving his route for the station, the time for which will be designated by the Chief of Police. He shall confine his patrol within the limits of his route, except in case of fire, arrest of a prisoner, or other necessary absence on duty, until the time assigned for the expiration of his tour of duty.*

The patrol management area of ICAP is perhaps the most important yet the most difficult to achieve from the point of view of program development, for it is in this particular component area that ICAP places its greatest emphasis. The magnitude of the task is perhaps best exemplified by the statistics gathered during the course of site visits to each ICAP city. It was found that a majority of the departments participating in the program, especially the newer cities:

- Used equal manning among all three patrol shifts.
- Were not effectively managing the calls-for-service workload.
- Used only informal prioritization and stacking of calls.
- Made very little use of directed patrol strategies.
- Limited the patrol officer's role in preliminary and followup investigations to minor cases.
- Based their allocation strategy primarily on calls-for-service distribution.

Perhaps the most significant finding, and one not indicated by the statistics, was the fact that the patrol supervisor lacks formal training

and proper role definition. Although most departments use patrol supervisors to ensure field accountability and performance of patrol officers, very few involve their supervisors in day-to-day planning for the deployment of resources. Even if the supervisor is permitted to perform this function, most departments either do not generate or do not provide line supervisors with sufficient information upon which day-to-day deployment can be based. There are, however, a number of exceptions, notably from among the group of departments that were in PEP prior to ICAP.

In terms of overall program development, successful management of patrol operations has been enhanced considerably in many departments through implementation of crime analysis units. The information produced by CAUs has been used mainly in two ways:

- Patrol supervisors and commanders have used the information contained in crime specific bulletins to concentrate available resources in those areas evidencing problems.
- The products of analysis have pinpointed various crime elements such as modus operandi and suspect descriptions, allowing the commander and/or supervisor to develop specific field strategies and tactics.

A positive measure implemented by several departments is the redesign of their offense reports to incorporate solvability factors. The application of solvability factors at an initial screening permits an informed decision to be made on those cases that will followup and those that will receive pro forma treatment.

Successful management of patrol operations is primarily dependent upon effective and efficient management of calls-for-service and operations analysis. The necessity for developing an operations analysis capability in each ICAP department is underscored by the fact that improper allocation and distribution of available resources results in an inflexible patrol force and hampers the successful implementation and management of the effective patrol operations concepts suggested by the ICAP program.

#### 2.4 Management of Criminal Investigations

*He shall investigate all cases assigned to him.  
He shall interview the complainant or informant  
and conceal the complainant's identity from other  
parties. He shall report in detail what action  
he has taken.*

This portion of the ICAP program concentrates on enhancing the investigative activity of the patrol force and development of case management techniques such as:

- Increased patrol role in preliminary investigations.
- Case screening.
- Management of continuing investigations.
- Development of police/prosecutor coordination.

In many police departments, the role of the uniformed patrol officer in a preliminary investigation simply has been to hold the scene of the crime until the arrival of a detective. However, many ICAP departments have moved away from the traditional division of labor between patrol and investigations and have increased the responsibilities of patrol for the conduct of preliminary and followup investigations. Many departments have also recognized that the accomplishment of these objectives requires considerable planning and adjustment of activities. For example, those departments increasing the investigative role of the patrol officer have had to conduct extensive training prior to implementing the changes. This training has been in such areas as crime scene search and evidence collection, interviewing suspects and witnesses, and management of continuing investigations to ensure that officers assuming additional field responsibilities are properly equipped and trained to do the job.

Crime analysis unit implementation has had a significant effect upon the proper integration of concepts related to the management of criminal investigations into ICAP police departments. For instance, crime analysis supports investigative case screening by providing an analysis of those cases that do not contain sufficient solvability factors to warrant investigative followup. In addition, crime analysis information can be used as a tool for managing continued investigations by correlating a series of offenses with a unique crime element such as a modus operandi or suspect description. As a result, the criminal investigations division supervisor can make a more informed decision on the assignment of cases to individual investigators. Finally, crime analysis assists in the monitoring of the investigation system by providing periodic information updates concerning crime problems previously targeted for analysis.

## 2.5 Apprehension and Prosecution of the Serious, Habitual Offender.

*If a policeman immediately pursues a person who has committed a felony, or who is reasonably suspected of having committed a felony, it is his duty to follow the criminal where-ever he may go.*

Emphasis in the ICAP program on the serious, habitual offender has stemmed from a recognition that a major portion of all crimes is committed by a relatively small number of habitual offenders. In addition, it has

become apparent that law enforcement agencies and prosecutors must combine their efforts to direct additional attention to this segment of the offender population. The integration of police objectives in ICAP and prosecutorial emphasis in the Career Criminal Program serves to identify and highlight the common links between the programs. This integration also enhances the police and prosecutorial functions as they relate to the common objectives of identification, apprehension, conviction, and incarceration of the serious, habitual offender.

The basis for linking joint efforts stems specifically from the mutual interest of the police and prosecution in quality case development and from the common functions of early identification and priority processing of the serious, habitual offender. These elements are essential to the proper investigation and preparation of these cases. The highlighting of the police/prosecutor functions serves to establish a systemic link and focus to ensure continued attention to these cases from the identification of the offender as a career criminal through case adjudication and sentencing. Coordination of police and prosecutor efforts directed at the career criminal is crucial for full case development and successful prosecution.

To facilitate the early identification and priority processing of the serious, habitual offender and the full investigation and preparation of these cases, ICAP police departments are encouraged to provide assistance to the local prosecutor through the development of a special investigative function.

A primary responsibility of the special investigative function is the prearrest identification of serious offenders and the determination of whether an individual arrested merits special serious-offender attention. The key to this process is the development of serious-offender information by the CAU, distribution of the information to field officers, and submission of crime analysis information to the special investigative unit at the time of the arrest of a possible career criminal. This information is critical to screening decisions as it may indicate a series of chargeable offenses or the need for further investigation to enhance the strength of a case as initially brought to the prosecutor.

Many ICAP departments have established career criminal criteria and have begun to develop career criminal files noting criminal histories, offender characteristics, and (through field interrogation reports) have been updating such key information as place of residence and current vehicle. Moreover, several ICAP departments are in the process of developing capacities for direct support of local prosecution efforts.

The coordination of selected police and prosecutorial activities represents a unique and logical approach to the development of an effective, integrated criminal justice system. All too frequently, the serious offender avoids apprehension and, if apprehended, avoids conviction. A concerted effort focused on this offender offers the opportunity to combine

the enhanced capabilities of dedicated prosecutorial teams with the enhanced capabilities of more than 15,300 sworn officers participating in ICAP projects in departments serving populations totaling 7.5 million.

## 2.6 Program Management

*As far as he can, without intruding upon the privacy of individuals, he must note all removals from or onto the limits of his beat, and acquire such a knowledge of the inhabitants as will enable him to recognize them.*

It has become increasingly clear that the future of the national ICAP program will be determined by the skill and wisdom of the individual project directors in managing the change process, the continuing commitment of the respective departments management, and the quality of the guidance and momentum made available through the national program. A number of issues related to program management, project management, and the management of the change process are suggested as a result of the site assessment visits:

- The site assessment visits or the knowledge that there would be such visits seem to have generated a significant level of project activity in many cities. This may argue for regularly scheduled monitoring visits by LEAA to provide a continuing impetus for project action.
- In most of the departments visited, there was a clear indication that overall department objectives had not been formulated. For these departments, ICAP has served to provide an initial framework for the development of objectives.
- Many of the cities lack a meaningful project implementation plan. Where such documents exist, there is frequently little evidence that they are being used as the device for planning and measuring project progress they were intended to be.
- Strategies need to be devised for establishing an effective quarterly reporting process. Current reporting requirements present a burdensome workload for the cities, and the reports generated make it difficult for LEAA to effectively

gauge project progress. Streamlining the process through a simple, straightforward reporting format would provide a dynamic planning device for the cities, a mechanism for discerning TA needs, and a useful monitoring tool for LEAA.

- Internal changes have had an influence on project progress in many cities. These changes are reflected in the fact that a number of departments in the program have had new chiefs appointed within the past 2 years. Also, several departments are attempting to implement a modified team policing concept concurrently with ICAP, suggesting that the internal organizational trauma associated with rapid change must be planned for with great care. Finally, some 13 projects have had a change in project directors.

Generally, each of the projects is experiencing the same basic problems:

- Frequent shifts of key personnel, as well as organizational changes initiated outside the project.
- Resistance to change, generally manifested in the middle ranks and particularly among those that have been around long enough to have adjusted to the "old" system and have been promoted under that system.
- Organizational development problems generally associated with the middle rank levels. In most of the ICAP departments, the responsibility and authority associated with the middle ranks is not clearly defined.
- Career development -- the recognition of management skills in promotion and performance evaluation, and the development of career opportunities within the patrol force.
- Funding questions and concerns, which have detracted from the ability of some departments to focus on project implementation.

As a result of the assessment visits, the consultants were able to determine areas of Technical Assistance needs for each project. The Technical Assistance recommendations for the 31 ICAP cities are presented in summary form in Table 2-1. Proposed Technical Assistance products for 1978 are listed in Table 2-2, along with their proposed dates of completion. It is believed that these products and meetings will be responsive to the needs of the departments, have the greatest possible positive impact on ICAP program development, and maintain the necessary program momentum through 1978.

## 2.7 Evaluation

*..... he should inform himself in regard to his powers, duties, and responsibilities. These are, in their nature, various and complex, and much is necessarily left to the good sense, sound discretion, and honest purpose of the officer.*

The implications of evaluation for ICAP are multiple. At both the national and local levels, the results of evaluation can provide major assistance in both planning and managing program development. This management aspect is critically related to the ability to provide Technical Assistance to the ICAP cities. Evaluation results without the ability to provide such Technical Assistance often only produce documents that are placed in files. The ability to provide technical assistance transforms the output of evaluation into action. Evaluation also plays an important role in the development of knowledge, and can also provide information that can be utilized in disseminating results of the ICAP program. Finally, evaluation can assist in the development of standard data elements that can be utilized in future evaluations.

There are several types of evaluations that are relevant to the ICAP program. Program monitoring, process evaluation, and impact or intensive evaluation can all be utilized effectively. The unique feature of program monitoring is that it focuses on measuring program change and does not attempt to gauge program impact. Process evaluation is concerned with the specification of the various project components that make it a successful project. Essentially, this type focuses on a description of project activities. Impact or intensive evaluation allow the evaluator the opportunity to draw conclusions about the causal relationships between project activities and various impact measures.

Slightly less than half of the ICAP projects have developed written, detailed implementation plans. The lack of these implementation plans poses an important problem to project evaluation at the local level. Without these implementation plans, the local evaluators will find it difficult to develop evaluation plans that will assess the progress of each project. However, half of these cities have either written, issued, or awarded contracts to evaluators.

TABLE 2-1

Recommended Areas of Technical Assistance -- 1978

DEPARTMENT	CRIME ANALYSIS	OPERATIONS ANALYSIS	PERFORMANCE EVAL & CAREER DEVELOPMENT	COMMUNICATIONS	ADP SUPPORT	PROJECT PLANNING	TRAINING	PATROL MANAGEMENT	RECORDS	CRIME PFEVENTION	CRIMINAL INVESTIGATIONS
<u>SMALL</u>											
Arlington, TX	X			X	X		X	X			
E. Providence, RI	X		X			X		X			
Lawrence, KS	X	X	X				X				
Newburgh, NY	X			X	X	X	X				
Oxnard, CA	X							X		X	
Plainfield, NJ	X	X							X		
Portland, ME	X				X	X	X				
Pueblo, CO	X			X	X		X	X			
Simi Valley, CA	X				X	X					
Springfield, MO	X	X						X	X		X
<u>MEDIUM</u>											
Atlantic City, NJ	X	X			X	X	X	X	X		X
Colorado Springs, CO	X	X						X			
Lexington, KY	X		X	X			X				X
New Haven, CT	X		X		X		X				
Pontiac, MI	X		X			X	X		X		
Portsmouth, VA	X	X					X		X		
Quincy, MA	X				X		X		X		X
Racine, WI	X		X					X			
Stockton, CA	X			X				X	X		X
<u>LARGE</u>											
Austin, TX	X	X		X			X	X	X		
Ft. Worth, TX	X	X					X				
Jacksonville, FL	X	X				X	X		X		
Kansas City, MO	X	X					X				
Memphis, TN	X	X			X		X	X	X		
Minneapolis, MN	X	X			X	X	X	X	X		
New Orleans, LA		X					X	X			X
Norfolk, VA	X	X		X	X						
Portland, OR	X	X						X			
San Diego, CA		X		X			X	X			X
San Francisco, CA	X	X		X	X		X		X		
San Jose, CA	X										



TABLE 2-2

Proposed Technical Assistance Products and Timetable

ICAP Status Report	January 1978
ICAP Program Implementation Guide	February 1978
Program Managers Meeting (Presentation of Implementation Guide)	March 1978
Crime Analysis Meeting	April 1978
Training Guide and Training Meeting	May 1978
Information and Communication Systems Status Report	May 1978
ICAP Chiefs Meeting	June 1978
Communications Guide and Communications Meeting	July 1978
Patrol Operations Meeting	August 1978

Given the early development stage of most grants, it appears that the majority of projects are progressing at a fairly rapid pace in contracting for evaluations, with 14 of the 18 cities using competitive contracts having already issued requests for proposals (RFPs).

An average of about \$12,000 has been allocated for local evaluation by each city. In addition, 22 cities have indicated an intention to provide some local manpower to assist in data collection efforts. Although the cost of this manpower assistance is not reflected in local evaluation plans, it is clear that, given the constraints of time and funds devoted to local evaluations, local data collection activities will be severely limited.

Some of the key issues associated with the level and types of evaluations planned to be conducted by each ICAP department are:

- Overall unfamiliarity with evaluation requirements, combined with the lack of evaluation precedence within the departments, will continue to result in a slower development and refinement of the project level evaluations.
- The RFPs produced to date often are sketchy and mainly passed along from one city to another. In many cases, aspects of the statements of work need considerable strengthening to help them more directly relate to local ICAP objectives.
- The departments are often unaware of evaluation activities being conducted. As a result, some are unable to provide ongoing input into the conduct of local evaluations.
- Some local evaluators are experiencing difficulty in maintaining original timetables.
- Of those local evaluation plans that have been received, most indicate a lack of uniformity either in data collection methods or in the specification of data elements.

At the national level, program monitoring is the most basic and yet the most *needed* aspect of the ICAP program evaluation strategy. It is a strategy that can be implemented at a reasonable cost. The monitoring program to be implemented in ICAP should collect data from every ICAP city. The purposes of these data collections includes:

- Document Implementation Status -- The output from the monitoring evaluation will inform both the

local project director and LEAA about the implementation progress for each city. Progress will be measured against a series of objectives set out individually for each city and a common set of objectives that all ICAP cities should be achieving. It cannot be overemphasized that this simple, straightforward, relatively unsophisticated evaluation design is critical in determining and documenting the status of a program, as well as ICAP model implementation.

- Analysis of Problems -- Once data have been collected concerning implementation progress, particular problems in implementation can be analyzed. This analysis should then lead to technical assistance input, based upon data collected from the monitoring evaluation.

To develop a national monitoring evaluation, it is first necessary to define common data elements that can be collected in each city. Additionally, uniform, reliable, and valid methods of data collection must be established. A large degree of variance exists among cities in their sophistication of data collection. There is little evidence available to indicate the reliability and validity of data already collected. Thus, the following is proposed as a strategy to ensure LEAA and individual projects accurate monitoring information.

- A description should be developed of the data elements that must be collected for an adequate monitoring evaluation.
- Methods for economical and nondisruptive data collection must be developed.
- Pilot-testing will be required to:
  - Determine the existence of the data in each department.
  - Determine the ease with which the data can be obtained.
  - Test the methods for collection of such data.

Based on the review of current PEP and ICAP local project evaluations, it is anticipated that each project will need to contribute manpower to the data collection efforts. Thus, it is strongly recommended that LEAA consider placing special conditions upon grants that will ensure:

- Cooperation with the evaluators (i.e., data collection and delivery of data on time).
- Setting aside funds and manpower at each project to collect data for the national monitoring evaluation. The role of local evaluations must also be re-examined.

The first step in developing a national evaluation strategy should be the development of a project monitoring program. It is suggested that the development of such a system represent the efforts expended in the conduct of the "process study."

It is probable that an impact evaluation of the total ICAP process and program would be prohibitively expensive and unrealistic. Because of the comprehensive nature of the ICAP program, the development of valid research designs would be extremely difficult to implement at any reasonable cost. It is thus suggested that a series of impact studies be developed to specifically answer key questions about ICAP impact. The development and planning for these studies can take place independently of the other evaluation activities. However, the actual implementation of the impact evaluation should be coordinated with the monitoring evaluation.

### 3. PROGRAM STATUS

The conduct of site assessment visits to the 31 ICAP cities resulted in the accumulation of a massive amount of information relating to individual project status. Insights into the specific achievements of each project are detailed in the ICAP Status Report. However, to gain an appreciation of overall project status, the following paragraphs summarize the general findings according to functional department areas. Detailed project status is contained in the tables accompanying each functional area. A general summary of each project is contained in Table 3-1.

#### 3.1 Programmatic Status - Crime Analysis

*He must note all junk shops and shops of second-hand dealers and pawn-brokers, places of amusement and all licensed places and persons within his beat, and all suspicious persons and places, and keep a list in his book for reference.*

Table 3-2 provides detailed status of each ICAP project for the crime analysis (CA) function.

The following general categories of CA information support are used to identify and classify products produced or support provided by the CAUs (the percentage of department CAUs producing the various types of information support is indicated in brackets after each category type):\*

- Type 1 (85 percent) -- Crime profile information broken down by whatever geographical base required -- precinct, beat, or neighborhood.
- Type 2 (74 percent) -- Information concerning current specific crime problems.
- Type 3 (59 percent) -- Status reports and updates of earlier identified crime problems.
- Type 4 (67 percent) -- Information concerning the fluctuation of offenses by type, time, and geography to the extent that adequate decisions can be made regarding manpower allocation and deployment.

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\* Types developed by Lt. Clifford Macsas, Dallas Police Department.

- Type 5 (15 percent) -- Projections and pre-warning of seasonal changes in crime and criminal activity.
- Type 6 (15 percent) -- Evaluation information concerning police tactics.
- Type 7 (52 percent) -- Identification of crime prevention targets and evaluation of crime prevention efforts.
- Type 8 (74 percent) -- Various forms of patrol and investigative assistance, such as suspect identification, modus operandi comparisons, and vehicle identification leads.

The following general comments are made relative to specific CA issues and problems experienced by a number of ICAP cities as a whole:

- Timeliness in receipt of CA source documents appears to be a major problem in some cities, especially for receipt of offense reports and corresponding supplementary reports that document either the progress or outcome of investigations.
- For those departments that began CA operations under ICAP, the ICAP Crime Analysis Systems Manual and related manuals have been used extensively as source documents for system design and day-to-day functioning of a CAU.
- To establish day-to-day communications with patrol, some CAUs have designated shift representatives to perform liaison between the CAU and patrol personnel. The patrol liaison person becomes familiar with the role and functions of the CAU by spending 2 to 4 weeks in the unit, working along with the analysts.
- ICAP departments that have taken an incremental approach to CA implementation appear to have developed very sound, responsive systems. Conversely, departments that have relied heavily on data processing support for CA implementation have experienced difficulty in designing a good system. This appears to be due to inadequate initial system design to support development of viable computer programs.

- Incomplete or inaccurate source documents, noted in some cities, hamper the analysis process. Some CAUs do not receive patrol and investigative supplements to offense reports.
- Feedback from users generally is obtained on an informal basis.
- Most CAUs process a vast amount of information on a daily basis. This has resulted in the production and dissemination of numerous crime analysis products which contain a vast amount of data concerning target crime trends. Although 74 percent of the CAUs develop modus operandi and suspect information, there appears to be an unusual emphasis on disseminating trend information rather than attempting to correlate the modus operandi and suspect information to link a crime series.
- Overall, most CAUs appear to have the support of the command staff, which is vital to a successful CAU implementation.

### 3.2 Programmatic Status - Patrol Operations

*As by virtue of his appointment, he can act officially in criminal matters only, he will not render assistance in any civil case whatever, except to prevent a breach of the peace, or to suppress a disturbance actually commenced. He is on such occasion merely to take such persons breaking the peace into custody.*

Table 3-3 provides a detailed overview of the status of each project with respect to patrol operations.

There is a wide range of patrol concepts employed by the departments participating in PEP/ICAP and most departments utilize more than one concept (which can vary among districts, etc., within a department):

- Approximately 90 percent of the departments use traditional patrol, which has been viewed as the routine movement of patrol units through their assigned areas when not answering calls for service. This routine movement generally takes the form of a random, rather than structured, activity.
- None of the departments utilize full-service team policing; however, 16 percent use a modified team policing concept. This may be generally characterized as an alternative patrol organizational structure, where patrol officers are assigned to teams.
- One department employs the concept of beat profiling to make patrol officers more aware of and responsive to beat problems.
- About one-third of the departments utilize the swing shift concept; employing an additional shift to augment regular patrol units during peak activity periods.
- Directed patrol is utilized in about one-fifth of the departments, but the method in which it is employed varies from department to department.
- Nearly one-quarter of the departments use foot patrols, and one State has made grant money available for funding foot patrols in its cities.

The means by which departments allocate resources are as follows:

- Approximately 60 percent employ equal manning among three standard patrol shifts.
- Approximately 55 percent base resource allocation on crime rate information.
- Approximately 77 percent base resource allocation on the class of service.
- Approximately 19 percent base resource allocation on crime analysis products and indicated that crime analysis has resulted



in the modification of patrol deployment. This is probably a direct result of the quality of the products produced and the rapport maintained between patrol operations and the crime analysis unit. However, only about 10 percent of the departments indicated that crime analysis has resulted in a modification of shift type.

Patrol officers in all but one department conduct preliminary investigations; however, only about half of the departments use patrol officers in conducting followup investigations; in these instances, the vast majority of the departments allow patrol officers to get involved in followup investigations for minor cases only. In about the same number of departments, patrol officers conduct crime scene searches (for minor cases only) and crime prevention surveys, and participate in task forces or in patrol planning.

### 3.3 Programmatic Status - Tactical Units/Investigations

*A patrolman shall, during the time that business houses are closed, exercise the greatest vigilance, frequently trying and examining accessible doors and windows of such buildings and houses on his route. He shall investigate all suspicious circumstances that present themselves.*

Table 3-4 provides a detailed overview of the status of each project with respect to tactical and investigative operations. As with other functions, the operation of tactical units and investigations divisions within the ICAP departments was found to vary widely.

In the departments with operating tactical units, most are comprised of a small complement of well-trained and well-qualified officers whose primary function is to target specific areas, focusing on specific crime types, while others are comprised of SWAT teams trained for special assignments. Some units report to uniformed operations, others do not, and the operation of tactical units is not restricted to any particular size of department.

In those departments that have both an operating tactical unit and an operating crime analysis unit, tactical units tend to use the information produced by crime analysis, specifically for:

- Problem area identification.
- Target crime identification.

- Tactical development.
  - Field interrogation report.
  - Concentrated patrol.
  - Old clothes.
  - Surveillance and decoys.
- Tactical evaluation.

In some departments, on cases that require followup investigation, the initial investigating officer is temporarily assigned to investigations. Several departments have attempted to expand the role of the patrol officer in preliminary and followthrough investigations. In those departments, there has been extensive coordination with detectives concerning possible offenses for which a patrol officer might assume greater responsibility. In addition, training has been conducted for patrol officers in managing criminal investigations (e.g., suspect/witness interviews, evidence preservation).

Case screening and prioritization is based upon written criteria in fewer than half of the departments. These departments generally have the officer on the scene conduct a preliminary investigation and, if the situation warrants, conduct a followup investigation. Generally, detectives are called in on serious cases. Solvability factors are then assigned by either the preliminary investigating officer or an investigations division case screening officer. In some departments, each investigations division detail employs a case reviewer. If high solvability exists, investigative followup is performed.

In most departments, property crimes above a certain dollar value (which varies by department) automatically require a followup. If low solvability exists, a letter is sent to the victim referencing the case assignment and action taken, citing that crime analysis is reviewing the case, and soliciting additional information. Crime analysis receives copies of all offense and arrest reports, and screens them for possible suspect identification in accordance with serious, habitual offender status.

In the departments that do not have written criteria for case screening and prioritization, in general the officer dispatched to the scene conducts a preliminary investigation. For major cases (i.e., murder, rape, robbery), the officer preserves the scene and immediately calls in a detective; for minor cases (i.e., burglary, larceny, auto

theft), the officer submits a report. Detectives are usually assigned the next day to conduct followup investigations on burglaries and auto thefts, where they often use the same form and interview the same witnesses as the officer who conducted the preliminary investigation.

Only two investigations divisions use the information produced by the CAUs "frequently;" the others were evenly distributed among "occasionally," "seldom," and "not at all." Those investigations divisions that do use crime analysis information focus on bulletins that link a crime series to specific crime elements (e.g., suspect, suspect vehicle, and modus operandi descriptions).

### 3.4 Programmatic Status - Records

*It shall be the duty of the police officers to keep a private record of their work, with the day and date, and shall enter therein all matters of any importance in all work in which they are engaged in their official capacity, and also any other matter of importance that comes to their knowledge connected with the police duty.*

Table 3-5 provides a detailed overview of the status of each project with respect to records. The records systems of departments participating in PEP/ICAP range from a highly sophisticated, automated system to one where the records division ineffectively maintains only two manual types of files. Only three departments maintain a totally automated system; however, approximately one-half of the departments have some automation capability. About the same number use this capability for their offense reports. The frequency that automation is used for other purposes (e.g., arrest reports, criminal histories, name files) is considerably less. Some of the departments that have a partial automation capability (as well as some that now have totally manual systems) are planning to increase or are considering implementation of automation.

Automated regional information systems, where available, have been shown to be an excellent source of information for the department as a whole, as well as for the investigations and crime analysis units. These systems have also encouraged departments to automate their files to permit timely access and retrieval by operational personnel. Approximately one-third of the departments have a tape/steno reporting capability; however approximately one-half of those departments only utilize it for investigative personnel. Of those departments that microfilm/microfiche records, the majority of them do so only for older records. A number of departments have recognized

the importance of the offense report and have recently changed or are anticipating changing their report to conform with departmental and PEP/ICAP needs.

About one-quarter of the records divisions can be considered excellent, good, or even adequate for their departmental needs. Some of the most prevalent problem areas are: Ineffective report screening, inadequate security, an ineffective warrant system, numerous unpurged files, and slow report processing and information flow. For example:

- Word processing frequently causes unnecessary delays in the flow of information through a department -- especially to the crime analysis function.
- Warrants, particularly criminal warrants, are a major problem. Patrol officers and detectives are indicated as those most likely to perform warrant service; however, the warrant often is not served. Moreover, most departments have no established system for timely service and review of warrants.
- Supplemental reports pose a problem in that they do not always get routed to crime analysis. In addition, supplemental reports are not always filed together with the original report.
- Some records divisions perform a report review function, which is good. However, if inaccurate or incomplete offense reports are found by records division personnel, the reports must be returned to the supervisor and reporting officer, thus resulting in further delays.
- Unpurged records have resulted in massive filing problems.

### 3.5 Programmatic Status - Communications

*... If he hears the cry of "POLICE" or other call for assistance, he shall proceed to render aid with all dispatch, taking every practical precaution for the protection of his beat when he leaves it for this or any other purpose.*

Table 3-6 provides a detailed overview of the status of each project with respect to communications. Overall, few generalizations can be made about the communications and dispatch capacities/capabilities of the departments participating in PEP/ICAP. Moreover, peculiarities by department size are not immediately evident. Although the majority of departments operate their own dispatch centers, their sophistication covers a broad range -- from a highly complex computer-aided dispatch (CAD) system to a "system" where all calls-for-service (CFS) are radio broadcast for response by the nearest available car. Similar variance is noted for those departments that share a dispatch center.

The majority of departments prioritize and stack CFS, and priority is usually determined by the dispatcher with override authority vested in supervisory personnel. However, although many departments have formal policies for prioritizing and stacking, others merely do so on an informal or ad hoc basis. In general, dispatchers are either civilian (with sworn supervisors and/or sworn personnel available to assist) or a sworn/civilian combination. At present, few departments have Teleserv, CAD, or walk-in report taking capabilities, but several departments are planning installation of such a system.

Although such a wide disparity was found in the sophistication of the communications and dispatch systems, there are several items that are worthy of note:

- Blocking of CFS is essentially not done either formally or informally.
- Approximately one-fifth of the departments have community service officers who handle non-priority CFS.
- Approximately one-fifth of the departments have the capability to handle walk-in report taking.
- Efficient communications and dispatch systems are characterized by:
  - Close supervision (sworn).
  - Sworn/civilian dispatchers.
  - Civilian phone answerers.
  - Formal policies for prioritizing CFS.
  - Formal (and informal) policies for stacking CFS.

- Sufficient channels to provide flexibility (e.g., during high-speed chases) and handle administrative needs (e.g., checks, towing).

### 3.6 Programmatic Status - Data Processing

*The Chief of Police shall cause to be kept a daily record of the burglaries, robberies, larcenies, amount of property lost or stolen, assaults, disturbances lost children, fires, dangerous places, and accidents, with the cause and proofs, and of all other matters appertaining to the business of the Department.*

Table 3-7 provides a detailed overview of the status of each project with respect to data processing. Almost all of the ICAP cities have access to automatic data processing (ADP) facilities. The most common situation found in ICAP cities, which seems to be endemic to all data processing development, is that the systems have evolved in a hybrid fashion without the benefit of a comprehensive needs assessment or a system requirements analysis. A wide variety of software and hardware is being used, with few common applications or levels of sophistication based on the size or political structure of jurisdictions. The ADP utilization and utility ranges from highly sophisticated to barely functional.

Most of the ICAP cities are involved in a computer time-sharing system with other municipal and/or county agencies. In many of these cases, the police department experiences difficulties with system turnaround time and priorities. The information processed in these systems is usually batch-processed and is primarily administrative in nature (e.g., gross workload, crime lists) with only a few providing interactive analysis capacities. This has resulted in considerable activity on the part of ICAP cities in the examination of their data processing support, particularly in reference to their new needs precipitated by the advent of crime analysis and workload management.

Some important findings and conclusions can be summarized as follows:

- Twenty-six of the ICAP cities are using computer facilities, and most are involved in shared systems.

- Software and hardware systems vary by language and brand or vendor type.
- System utilization is not usually a function of system size. Many systems are not being used to full capacity.
- Current system outputs are administrative in nature, which has resulted in inadequate data processing support of crime analysis and operations analysis.
- Many of the ICAP cities are developing special data processing support for crime analysis that emphasizes microprocessor and mini-computer procurement (i.e., department-owned or -leased).
- A few ICAP cities have developed special computer files to track and manage the workload of investigative personnel. This could be a significant area of development for other ICAP cities.
- There is a trend towards using data processing support in all sizes of departments (small, medium, and large) for managing the dispatching function. Computer-assisted dispatch (CAD) can be an important tool for workload management.
- Major definitional problems and inadequate understanding of data processing is hampering system development planning in some departments.
- There is a great potential for important utilization of data processing in ICAP, ranging from programmable desk-top calculators to main-frame machines and combining a variety of dedicated, shared, on-line, batch, and proprietary services.

### 3.7 Programmatic Status - Training

*The Chief of Police shall instruct all subordinate officers in all branches of their duty, and see that they give similar instructions to their men.*

Table 3-8 provides a detailed overview of the status of each project with respect to training. Virtually all of the departments active in ICAP have conducted, or plan to conduct, some training as part of ICAP Project implementation. Indeed, for many departments, it is a primary area of program activity, and 26 departments have indicated that further training will be necessary for ICAP implementation. The training to be conducted varies from department to department, depending upon project focus, department needs, and the status of its in-service training programs. Some general observations concerning ICAP training and its relationship to ICAP follow:

- ICAP has caused a number of departments to reexamine the training function as it relates to department operations and organizational behavior. Most departments recognize that training is not an end unto itself but an integral part of the change process.
- ICAP training generally is in-service, focused almost exclusively on the patrol force, and emphasizes the crime-related responsibilities of the police.
- There are basically two types of training conducted or planned as part of ICAP implementation: Skills training and management training. Skills training establishes or reinforces fundamental police capabilities (e.g., report writing, crime prevention, preliminary investigations, and related skills). Management training focuses on affixing responsibility and authority within the organizational structure for decisionmaking, especially allocation and deployment decisions.
- Many departments are in the process of developing their ICAP training curricula.
- Ten departments reported that they involved the local prosecutor or members of his staff in their regular training programs.
- In some departments, ICAP training has been accomplished within the framework of the annual in-service training programs. Other departments with less developed in-service training capabilities have conducted ICAP training on a special ad hoc basis.

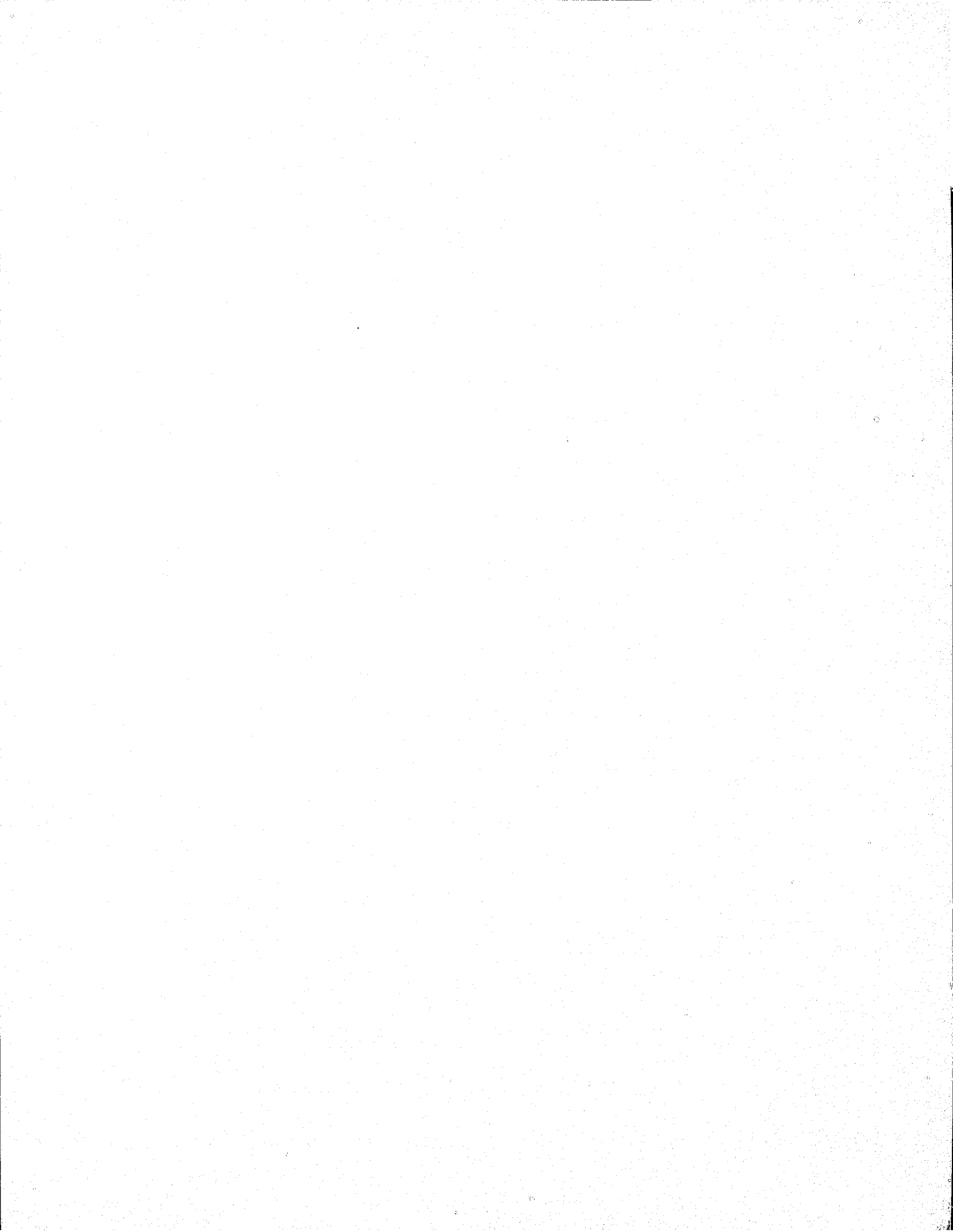


- It is unclear at present whether ICAP training is being incorporated into the departments' regular in-service and recruit training programs.
- Much of the training conducted to date has been skills training. This training was necessitated by the introduction of new report forms or the extension of further responsibility to the patrol function for crime prevention or criminal investigations.
- The departments that have been with the ICAP program for a year or more seem to be concentrating more and more on management training for command and supervisory personnel.

*The trust committed to a Police Officer is one of peculiar responsibility, and requires both intelligence and uprightness for its faithful discharge. He is the representative of the law, and it is his duty to observe it himself, and enforce it with vigor and impartiality. He should deal justly and honorably, not only in his official but private capacity, and so regulate his conduct as to command the esteem of all good citizens, contributing his part toward making the department what it should be, efficient in duty and respected by the public.*

TABLE 3-1

Project Status -- General Summary



DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS				ORGANIZED/UNIONIZED			PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND OF PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS		
		SWORN	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO	AFFECTS			SEPARATE	COMBINED				
										MANPOWER LEVELS							SHIFT ASSIGNMENT	SHIFT TIMES
Arlington, Texas	0	167	32	X					X			Yes	Deputy Chief	X		<ul style="list-style-type: none"> <li>• Rapid population growth.</li> <li>• Growing university population.</li> <li>• Inadequate facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Department objectives include:               <ul style="list-style-type: none"> <li>- Complete implementation of the ICAP concept.</li> <li>- Improved management capacity of supervisors.</li> <li>- Establishment of a Career Criminal unit.</li> </ul> </li> <li>• ICAP result in major shifts in responsibilities and command.</li> </ul>	
E. Providence, R.I.	0	90	16		X		X			X	X	Yes	Patrol Division Commander is ICAP P.M.	X		<ul style="list-style-type: none"> <li>• Lack of an adequate police building.</li> <li>• A strong union.</li> <li>• Traditional methods of allocating patrol manpower.</li> <li>• Insufficient coordination between patrol and investigations.</li> <li>• Intergovernmental relations.</li> <li>• Lack of data processing support.</li> <li>• No sound basis for the deployment of resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Fire destroyed the Police Department headquarters in January 1975, and the Department is presently housed in the Public Works Garage with no firm plans for a new facility.</li> <li>• There are two substations manned by civilians (clerks) in support of walking patrols funded until January 1978.</li> <li>• The focus of ICAP is on crime analysis and operational planning for directed patrol activities.</li> <li>• Implementation of a 1900-0300 patrol shift was blocked by the union through court injunction for an alleged breach of contract.</li> </ul>	
Lawrence, Kansas	0	73	19		X		X				S Yes	Asst. Chief		X	<ul style="list-style-type: none"> <li>• Limited budget.</li> <li>• Traditionalism in operations methods.</li> <li>• Inadequate data processing support.</li> <li>• No sound basis for the allocation and deployment of resources.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department moved into a new facility in November 1976.</li> <li>• The Department recently was reorganized to consolidate certain functions with the sheriff's office.</li> <li>• The Department doubled in size in the late sixties and early seventies due to riots.</li> <li>• ICAP is the Department's first program grant on this focus. The grant is expected to serve as a catalyst for needed changes in patrol operations. ICAP will introduce the structure of participative planning for the delivery of police services and will cause directed patrol to be implemented.</li> </ul>		
Newburgh, New York	0	81	13		X		X		X	X	C Yes	Adm. Services		X	<ul style="list-style-type: none"> <li>• The city's facing financial crunch due to inadequate revenue base.</li> <li>• Changeover from traditional style of policing to team policing.</li> </ul>	<ul style="list-style-type: none"> <li>• An experiment with neighborhood police unit proved successful, although union resistance to change in work hours made department-wide implementation very difficult. Union court action is pending on change of work hours from 0800-1600 to 0700-1500</li> <li>• Since mid-1977 the Department has had full team policing featuring stabilized personnel assignments and decentralized investigations.</li> </ul>		
Oxnard, California	0	104	27		X		X				No	Planning and Research		X	<ul style="list-style-type: none"> <li>• Insufficient manpower to support the increasing demand for services.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department recently moved into a new facility and added a civilian records manager, a sworn sergeant criminalistics coordinator, a youth services officer, and 18 CETA employes to communications and crime prevention.</li> <li>• ICAP is expected to impact upon the Department by providing effective crime reduction effort while institutionalizing systematic crime analysis.</li> </ul>		

DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS				ORGANIZED/UNIONIZED					PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND OF PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS
		SWORN	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO	AFFECTS					SEPARATE	COMBINED		
										MANPOWER LEVELS	SHIFT ASSIGNMENT	SHIFT TIMES						
Oxnard (Continued)																		
Plainfield, New Jersey	0	132	22	X				X	X	X	No	Patrol Division Commander	X		<ul style="list-style-type: none"> <li>A shortage of manpower.</li> <li>Personnel turnover.</li> <li>The local political structure is influential in matters of police management.</li> <li>The communications function is assigned to another city department (finance).</li> </ul>	<ul style="list-style-type: none"> <li>The ICAP program manager is very resourceful and has the capacity to accomplish much; however, due to internal difficulties in promoting PEP, implementation is suffering. Grant money has been used to support five crime prevention officers, but little has been done with respect to patrol. A change in Chiefs occurred in July 1977.</li> </ul>		
Portland, Maine	0	158	43	X				X			No	Commander Bureau of Staff Services		X	<ul style="list-style-type: none"> <li>Insufficient data flow between Patrol, Investigations, and the Crime Analysis Unit (CAU)</li> <li>Limited data processing support for operational planning</li> <li>Limited management of the calls for service (CFS) workload.</li> <li>Cumbersome field report processing.</li> <li>No PEP/ICAP training planned.</li> <li>Lack of PEP/ICAP orientation for operations personnel.</li> </ul>	<ul style="list-style-type: none"> <li>The PEP/ICAP will impact the Department by institutionalizing CFS prioritization, proactive directed patrol strategies, improved training, and increased understanding of the police role.</li> </ul>		
Pueblo, Colorado	0	190	53		X			X			No	Planning and Research		X	<ul style="list-style-type: none"> <li>Perceived need for training in crisis intervention.</li> <li>Computer operations need refinement.</li> </ul>	<ul style="list-style-type: none"> <li>A new Chief was appointed in June 1977. The previous administration brought considerable financial resources into the Department, and the former Chief extensively reorganized the Department, introducing many new and innovative programs to upgrade service delivery. The new Chief is from the ranks and is expected to continue modernizing the Department.</li> </ul>		
Simi Valley, California	0	55	25		X			X			S No	Adm. Services	X		<ul style="list-style-type: none"> <li>Rapid land area and population growth.</li> <li>A high residential burglary rate.</li> <li>Inadequate data management due to lack of data processing support.</li> </ul>	<ul style="list-style-type: none"> <li>The Department has one of the Nation's lowest police/population rates (0.81/1000). The resultant heavy CFS burden and field investigations place patrol in a poor position to carry out innovative programs such as ICAP. However, the Department is alert, forward looking, and well managed. The organizational structure is excellent, and the emphasis on crime analysis/prevention is noteworthy.</li> <li>The Department has a good allocation and deployment plan.</li> </ul>		
Springfield, Missouri	0	184	21					X			S No	Chief of Police Asst. Chief	X		<ul style="list-style-type: none"> <li>Recent annexation of 90 square miles by the city.</li> <li>Reorganization needs.</li> </ul>	<ul style="list-style-type: none"> <li>Plans for Departmental reorganization have been submitted to the City for approval. Temporary restructuring of the Patrol Division in July 1977 extended supervisory and management responsibilities to zone sergeants and captains, as well as expanded investigative responsibilities in the field.</li> </ul>		

DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS			ORGANIZED/UNIONIZED				PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND OF PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS		
		SWORN	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO	AFFECTS			SEPARATE	COMBINED				
										MANPOWER LEVELS							SHIFT ASSIGNMENT	SHIFT TIMES
Springfield (Continued)																		
Atlantic City, New Jersey	0	276	86									S No	Operations Bureau		X	<ul style="list-style-type: none"> <li>An archaic records system.</li> <li>Field reporting is poor.</li> <li>Traffic problems.</li> <li>The anticipated installation of gambling casinos and the resultant drain on police manpower.</li> <li>Inadequate departmental planning.</li> </ul>	<ul style="list-style-type: none"> <li>ICAP is oriented towards apprehending career criminals and emphasizes patrol operations (management of CFS, performance evaluation, retention of qualified officers).</li> <li>Good use of the task force concept for planning.</li> <li>The Department is presently preparing a plan of action with respect to the expected installation of casino gambling and the anticipated effects on the city.</li> <li>The Department is attempting to obtain funding for an additional 55 recruits and 55 traffic officers.</li> <li>The Department is aiming for a basic car plan within 5 years.</li> <li>ICAP will be used to establish the split-force concept of patrol (exclusively).</li> </ul>	
Colorado Springs, Colorado	0	285	85									S Yes	Services Bureau		X Exp. 2/77	<ul style="list-style-type: none"> <li>The new Chief has undertaken many innovative changes that have resulted in problems with changeover from traditional methods of policing to a modified team concept.</li> <li>The ill-defined role of the sergeant/patrol supervisor.</li> <li>Inadequate field reporting.</li> <li>Inadequate manpower resources.</li> </ul>	<ul style="list-style-type: none"> <li>The Department has just initiated ICAP, and crime analysis is not operational. ICAP is expected to spawn many changes within the Department, and the project has the full support of both command and line personnel. The Department is young and progressive, with excellent leadership.</li> <li>Crime rate studies project an 80 percent increase by 1982.</li> <li>Many Federal agencies are moving into the city.</li> </ul>	
Lexington, Kentucky	0	339	97									S No	Admin. Division Chief of Police		X	<ul style="list-style-type: none"> <li>Building linkages to Patrol.</li> <li>Resistance to change.</li> <li>Funding delays.</li> </ul>	<ul style="list-style-type: none"> <li>The Department built a solid basis for ICAP implementation under PEP. The new program manager has broad operational background and has made remarkable progress in ICAP implementation, with firm support from the Chief.</li> </ul>	
New Haven, Connecticut	0	415	50									C Yes	Planning	X		<ul style="list-style-type: none"> <li>Operational information exchange and feedback is untimely.</li> <li>Lack of formal coordination between the major field units.</li> </ul>	<ul style="list-style-type: none"> <li>A new Chief (the former Patrol commander) was appointed September 1, 1977. His concerns are: <ul style="list-style-type: none"> <li>Proliferation of specialized units.</li> <li>Improving the qualifications of Patrol officers (Patrol operations have improved considerably).</li> <li>The constraints unionism has placed on the assignment and deployment of personnel.</li> </ul> </li> </ul>	
Pontiac, Michigan	0	204	65	X								C Yes	Tech Services	X		<ul style="list-style-type: none"> <li>High rate of burglaries.</li> </ul>	<ul style="list-style-type: none"> <li>The Department's ICAP plans also include enhancement of the detective function. The ICAP project has no program manager; instead, ICAP implementation has been left to the division heads for implementation by committee.</li> </ul>	

DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS				ORGANIZED/UNIONIZED				PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND OF PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS	
		SWORN	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO	AFFECTS				SEPARATE	COMBINED			
										MANPOWER LEVELS	SHIFT ASSIGNMENT							SHIFT TIMES
Portsmouth, Virginia	0	208	61		X			X				S No	Chief of Police	X		<ul style="list-style-type: none"> <li>• Insufficient coordination of Patrol and Investigative efforts.</li> <li>• Insufficient data processing support.</li> <li>• Sound command and line support of ICAP.</li> </ul>	<ul style="list-style-type: none"> <li>• ICAP's major thrust is in Patrol operations with virtually all project resources devoted to enhancement of the Patrol officer. The command is wholeheartedly behind ICAP and has made whatever changes in resources that have been necessary for effective implementation. Interface with the local prosecutor's LEAA Career Criminal unit is excellent. The potential for program concept/interface with intelligence analysis is promising.</li> </ul>	
Quincy, Massachusetts	0	230	21		X		X	X	X	X		C Yes	Planning	X		<ul style="list-style-type: none"> <li>• Strong unionization.</li> <li>• Resistance to change.</li> <li>• Inadequate records and information system.</li> <li>• Lack of data processing support.</li> <li>• Insufficient operational planning, especially patrol.</li> <li>• A cumbersome organizational structure.</li> </ul>	<ul style="list-style-type: none"> <li>• ICAP has not been fully explained either to the field commanders or to departmental management.</li> </ul>	
Racine, Wisconsin	0	208	75	X			X			X		S Yes	Planning	X		<ul style="list-style-type: none"> <li>• Lack of a coordinated approach to the delivery of police services (especially Patrol).</li> <li>• Field supervision needs training emphasis.</li> </ul>	<ul style="list-style-type: none"> <li>• New Chief of Police.</li> <li>• Change in chiefs has occurred during project implementation. The Department has made gains in patrol through Patrol Emphasis Program yet project has not yet received departmental acceptance, especially at command level.</li> </ul>	
Stockton, California	0	222	106		X			X				C Yes	Planning	X		<ul style="list-style-type: none"> <li>• Rapid growth of the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Reorganization and deployment of tactical units will be heavily influenced by ICAP.</li> <li>• No crime analysis activity has been implemented to date.</li> <li>• All grants previously awarded to the Department have resulted in institutionalization</li> <li>• A recent management study resulted in restructuring shifts to coincide with CFS.</li> <li>• The Department effectively employed community service officers and sworn officers.</li> <li>• The Neighborhood Police Program has been largely accepted by the community and has been instrumental in the identification and apprehension of offenders through information provided to investigators.</li> </ul>	
Austin, Texas	0	444	186		X		X	X	X	X		C Yes	Planning		X	<ul style="list-style-type: none"> <li>• Insufficient management training.</li> <li>• Inadequate field report processing system.</li> <li>• Vehicle maintenance problems.</li> </ul>	<ul style="list-style-type: none"> <li>• The Austin Police Association regularly meets with the Chief to discuss plans and policy change, and has had a major impact on manpower and scheduling issues.</li> <li>• The City has institutionalized many of the programs funded by Federal grants.</li> <li>• The Department's short-range objectives include: <ul style="list-style-type: none"> <li>- Comprehensive career development</li> <li>- Comprehensive crime control program.</li> <li>- Team Policing.</li> </ul> </li> </ul>	

DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS				ORGANIZED/UNIONIZED				PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND OF PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS	
		SWOFF	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO	AFFECTS				SEPARATE	COMBINED			
										MANPOWER LEVELS	SHIFT ASSIGNMENTS							SHIFT TIMES
Fort Worth, Texas	3	681	149		X	X						S No	Investigations	X		<ul style="list-style-type: none"> <li>Organizational problems associated with rapid change.</li> <li>Operations analysis and management of patrol workload is critical to project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>The Department appears to be gearing up for a major organizational change.</li> <li>Program continuation in Detective bureau is questionable.</li> <li>The Team Policing concept has been modified since the inception of the program.</li> <li>Attempts to decentralize operations and increase the role of officers in follow-up investigations has been met with some resistance.</li> </ul>	
Jacksonville, Florida	0	982	572		X	X						C Yes	Planning and Research	X		<ul style="list-style-type: none"> <li>A countywide economic crisis is causing growth in population and crime to outstrip the growth in police manpower.</li> <li>The saturation of the communications function.</li> </ul>	<ul style="list-style-type: none"> <li>The Department has developed a plan (1990) to make the growth in manpower a function of the population growth, while providing the limited number of personnel with the most advanced law enforcement research and technology — ICAP is an integral part of the plan.</li> <li>Through ICAP, the Department hopes to develop automated crime analysis, which will impact on resource allocation and will provide the patrol officer with the information necessary to enhance his use of best time.</li> </ul>	
Kansas City, Missouri	5	1221	472	X				X				S No	East Patrol Division	X		<ul style="list-style-type: none"> <li>Department has been involved in a number of patrol related experiments which provide an excellent foundation for ICAP implementation.</li> </ul>	<ul style="list-style-type: none"> <li>The Chief is very knowledgeable about ICAP, and had served on a task force related to the Directed Patrol project.</li> <li>A recent change in East Patrol Division commanders has caused a change in the program manager.</li> <li>The thrust of the program appears to be continuation of directed patrol strategies, with bulk of ICAP resources used for in-house evaluators.</li> </ul>	
Memphis, Tennessee	4	1304	295		X	X			X	X		S No	Chief of Police Patrol Cmdr. Metro Planning	X		<ul style="list-style-type: none"> <li>Shortage of patrol manpower to meet service delivery needs.</li> <li>No new hires or promotions in 3 years.</li> <li>A strong union contract, which severely restricts management prerogatives.</li> <li>An antiquated records system.</li> </ul>	<ul style="list-style-type: none"> <li>With strong union support, ICAP has a very good chance of positively impacting operations of the entire Department.</li> <li>The commitment to the program on part of command personnel is impressive.</li> <li>The major features of program are patrol emphasis, word processing, crime analysis, and patrol productivity improvement.</li> <li>The program manager has excellent credibility within the Department, and his enthusiasm over the program should help to promote ICAP implementation.</li> </ul>	
Minneapolis, Minnesota	6	826	103	X		X						C Yes	Chief of Police	X		<ul style="list-style-type: none"> <li>Organizational changes that have occurred with every change of mayor.</li> <li>Nonproductive allocation and deployment of resources.</li> </ul>	<ul style="list-style-type: none"> <li>The Department is highly decentralized.</li> <li>A new Chief, three deputies, five inspectors, and division directors have come with each new mayor.</li> <li>The program does not appear to have the command backing necessary for successful implementation.</li> </ul>	

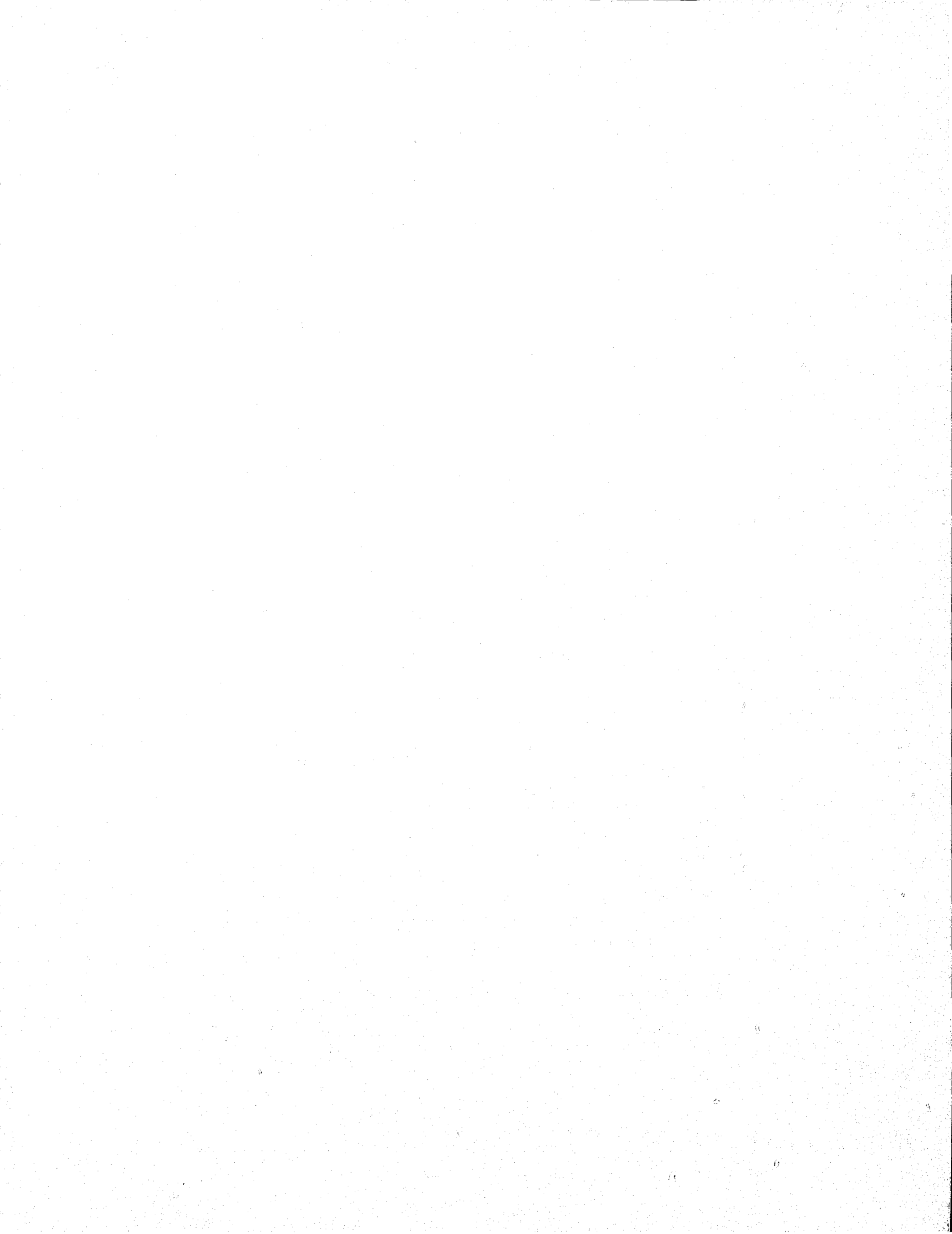


DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS				ORGANIZED/UNIONIZED					PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND OF PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS
		SWORN	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO	AFFECTS					SEPARATE	COMBINED		
										MANPOWER LEVELS	SHIFT ASSIGNMENT	SHIFT TIMES						
New Orleans, Louisiana	8	1510	503		X								S No	Planning and Research		X	<ul style="list-style-type: none"> <li>• Proliferation of special units.</li> <li>• Traditionalism in patrol and investigations.</li> <li>• Political instability.</li> <li>• Inadequate data processing support.</li> <li>• Nonproductive utilization of manpower.</li> <li>• Patrol resources constitute 50 percent of the Department's strength.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department's program essentially is a crime analysis and prosecutorial liaison program to provide field forces with better information concerning career criminal.</li> <li>• It is not anticipated that the union will have an adverse effect on Department and program, although the problems noted have a considerable impact on PEP/ICAP emphasis on increasing patrol resource allocation and deployment productivity.</li> </ul>
Norfolk, Virginia	2	612	115		X								S No	Operations Special Patrol Division		X	<ul style="list-style-type: none"> <li>• Decentralized crime analysis operations.</li> <li>• Resistance to change.</li> <li>• The CFS response policy.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department is an excellent example of PEP/ICAP program implementation. Although the Department has not accomplished all it set out to do, the program has influenced every aspect of the Department and will continue to do so. The total emphasis is placed on Patrol, suggest possible investigative development in future.</li> </ul>
Portland, Oregon	2	683	166		X								S Yes	Tactical Support Division Patrol B.	X		<ul style="list-style-type: none"> <li>• Inexperience of line officers, line supervisors, and detectives.</li> <li>• Department needs data processing support.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department has successfully managed and institutionalized many grants.</li> <li>• Although line functions are carried out well, there is a general lack of experience in this area.</li> <li>• The Police Association is extremely strong as a bargaining unit. It is involved in other areas as well as the terms and conditions of employment.</li> </ul>
San Diego, California	2	1067	298		X								C Yes	Staff Services	X		<ul style="list-style-type: none"> <li>• Lines of authority and responsibility need to be clarified.</li> <li>• The implementation of modified Team Policing.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department has placed the major emphasis of the project on crime analysis and patrol operations.</li> <li>• The Department uses a "series resource team" to review, plan, and generate deployment, which has increased productivity.</li> <li>• The expected changeover to modified form of Team Policing will have considerable impact on the project.</li> </ul>
San Francisco, California	9	1667	928			X			X	X	X	X	C Yes	Chief of Police	X		<ul style="list-style-type: none"> <li>• Prior to January 1976, the Department operated according to traditional methods with little innovation or change in operations. A strong union has exerted a major influence on departmental operations.</li> <li>• The new Chief instituted many changes, including reorganization, that have raised accountability levels throughout the Department.</li> <li>• The operational decisionmaking process is not structured.</li> <li>• Training materials (policy and procedures) need to be updated.</li> <li>• Crime analysis needs to be decentralized.</li> <li>• The communications and records functions need to be upgraded.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department's short-range objectives include: <ul style="list-style-type: none"> <li>- Focusing on an empirical information base for patrol decisionmaking.</li> <li>- Training of personnel (prior to 1976, there was none).</li> <li>- Ensuring that qualified personnel are placed in key positions throughout the Department.</li> </ul> </li> <li>• Long-range objectives include: <ul style="list-style-type: none"> <li>- Full development of a responsive, well-trained and -coordinated service delivery capacity through the new organization.</li> </ul> </li> <li>• ICAP emphasis is divided between crime analysis and training. Although crime analysis appears to be improving slightly, training has had very little impact.</li> </ul>

DEPARTMENT	NUMBER OF PRECINCTS	NUMBER OF PERSONNEL		GRANT STATUS			ORGANIZED/UNIONIZED			PROGRAM MANAGER HAS PREVIOUS GRANT EXPERIENCE	ICAP ASSIGNED TO	ORGANIZATIONAL COMMAND TO PATROL/ INVESTIGATIONS		FACTORS INFLUENCING ICAP IMPLEMENTATION	COMMENTS			
		SWORN	CIVILIAN	PEP	PEP + ICAP	ICAP	ICAP +	YES	NO			MANPOWER LEVELS	SHIFT ASSIGNMENT			SHIFT TIMES	SEPARATE	COMBINED
San Jose, California	0	771	179		X					X				<ul style="list-style-type: none"> <li>• Insufficient manpower resources.</li> <li>• A strong union.</li> </ul>	<ul style="list-style-type: none"> <li>• The Department is quite advanced in the ICAP Program.</li> <li>• The quality and field utilization of personnel is excellent.</li> <li>• ICAP focuses on crime analysis at the strategic level for allocation decisions, and also provides tactical information on request or as patterns develop.</li> <li>• The allocation model is based on information drawn from CAD – the analysts take information and work it into three sets of simultaneous equations to determine optimum manpower levels, shift times, etc.</li> <li>• The allocation model developed under ICAP may well become nationally recognized as the best to date.</li> </ul>			

TABLE 3-2

Project Status -- Crime Analysis



DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY		NO. OF PERSONNEL			UNIT HEAD	SUPPORTS	MODE OF OPERATION	SOURCE DOCUMENTS	PRODUCTS*								FILES MAINTAINED				CA INFO SUPPORT ROLL					COMMENTS				
			CENTRAL	PRECINCT	CENTRAL	PRECINCT	NONSWORN					NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN	NONSWORN		NONSWORN	NONSWORN		
Small Arlington, Texas	Dep Ch Adm	4/75	✓	N/A	2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p><sup>1</sup>Three officers being hired to act as CA liaison for patrol shift.</p> <p>The Department expects to hire an additional analyst to do strategic planning. Future plans plan include a combination of manual and semi-automated systems through installation of a mini-computer. Use of supplemental coding sheets for gathering MO and suspect information has proven to be of great assistance in crime analysis.</p> <p>Unit turnaround time is usually the same day after identification of a pattern, etc. Feedback is primarily verbal. Generally, the CAU processes a substantial amount of information on a daily basis. The CAU always encourages officer input on tips, and it expects to add a strategic planner. The Department has impressive capabilities and potential for becoming a model ICAP project. The emphasis of the project is on patrol.</p>
E. Providence, R.I.	N/A																																<p>A crime analyst is to be hired under the ICAP grant and assigned to patrol. It is anticipated that the analyst will be a civilian. All field operations are reactive, with very little analytic input.</p>
Lawrence, Kansas	Asst. Chief	8/77	✓	N/A	1	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p>There appears to be a problem with the timeliness of source documents. The CAU unit just began operations, and it reviews field reports daily, prepares a daily bulletin, and maintains pin maps and traffic accident maps. Sources include all offense/incident reports, special reports, daily jail roster, Topeka crime recap, credit union reports, University of Kansas offense reports for target areas, and field interview reports. There is an informal feedback mechanism. There is a special tactical unit earmarked for patrol.</p>
Newburgh, New York	Dep Cdr Adm	10/75	✓	N/A	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p>The source documents are incomplete due to lack of control over what kind of followup reports are filed. Other potential data sources are not used. The CAU turnaround time is 24 hours or more. Since the CAU's inception in 1975, operations have progressed well. The objective of the unit is to place more information on crime incidents in the hands of line officers, as well as to develop crime data and information for decisionmaking. The extent of the information produced by the CAU is very comprehensive and is included in daily bulletins and biweekly summaries. White papers prepared by the CAU on specific problems are very comprehensive.</p>
Oxnard, Calif.	Chief/Ops Div	12/77	✓	N/A	2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p><sup>1</sup>Some data are automated (special analysis and management information system). The primary analysis will be accomplished manually.</p> <p>The CAU has just been implemented and the analyst just hired. Feedback is obtained from the daily debriefing of the tactical unit, frequent contact of watch briefings, and contact with the narcotics unit. The CAU primarily is in the development stage, and an important initial task will be to establish current, valid, baseline data. Computer support is available.</p>	

DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY		NO. OF PERSONNEL				UNIT HEAD	SUPPORTS	MODE OF OPERATION		SOURCE DOCUMENTS								PRODUCTS*								FILES MAINTAINED								CA INFO SUPPORT ROLL				COMMENTS
			CENTRAL	PRECINCT	SWORN	NONSWORN	SWORN	NONSWORN			MANUAL	SEMIAUTOMATIC	AUTOMATIC	PIN MAPPING	COMPLIANCE	TIMELY	TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5	TYPE 6	TYPE 7	TYPE 8	OFFENSE REPORT	SUPPLEMENT	ARREST REPORT	CAREER CRIMINAL	SUSPECT	MOTOR VEHICLE	FIELD INTERVIEW	LABORATORY	PHYSICAL CHARACTERISTICS	SHIFT BY SHIFT DEPLOYMENT OF PATROL	DEPLOYMENT OF TAC UNITS	REALIGNMENT OF BEAT SECTOR BOUNDARIES	MANPOWER ALLOC BETWEEN DIV.	CRIME PREVENTION PLANNING			
																																							SWORN	NONSWORN	
Plainfield, N.J.	Patrol Ops	6/76	✓	N/A			N/A	N/A	✓	✓	✓																													<p>The CAU functions with a very basic manual system and extremely limited files. The CAU needs to:</p> <ul style="list-style-type: none"> <li>Set up a total manual operation and review all field and supplementary reports daily.</li> <li>Establish correlation mechanism for crime elements.</li> <li>Develop methods to identify crime patterns - the CAU generally is focusing on trends.</li> <li>Appoint an analyst from the ranks who has interest in the project.</li> </ul> <p>The CAU has conducted a survey of patrol officers to determine potential receptivity to CA products.</p>	
Portland, Maine	Staff Services	1/76	✓	N/A	1	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p>Feedback is obtained during the regular weekly shift commander meetings, but has been minimal thus far. CA problems are:</p> <ul style="list-style-type: none"> <li>Lack of data processing support.</li> <li>No ICAP training schedule.</li> <li>Lack of department wide support.</li> <li>Obtaining feedback.</li> </ul> <p>Otherwise, the unit operates efficiently, producing very worthwhile products. However, CA has not been sufficiently accepted in the Department nor in the operational planning process.</p>			
Pueblo, Colorado	Chief/Trng	6/74	✓	N/A	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p><sup>1</sup>At present, there is no formal CAU shown on the organization chart; however, the CA function is performed by Planning and Research.</p> <p><sup>2</sup>Arrest reports are used to tab reports, indicating that a suspect has been arrested.</p> <p>The Department uses a manual system that focuses on spot mapping; weekly reports include arrests by beat; daily beat crime summary; and suspect description for burglary, robbery, auto theft, and rape; monthly summaries are also produced. Occasional MO and suspect bulletins are developed based upon recognized patterns.</p> <p>Feedback to the CAU is oral and informal. The Special Operations (tactical) Unit is the most frequent user of CA information. Patrol and investigations use CA information irregularly. The CAU uses:</p> <ul style="list-style-type: none"> <li>A new location.</li> <li>File consolidation and mass analysis, especially crime series and M.O. patterns.</li> <li>Additional resources (staff commitment).</li> <li>Development of correlation mechanisms for crime element information.</li> </ul>				

DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY		NO. OF PERSONNEL				UNIT HILAD		SUPPORTS	MODE OF OPERATION	SOURCE DOCUMENTS	PRODUCTS*								FILES MAINTAINED				CA INFO SUPPORT ROLL				COMMENTS													
			CENTRAL	PRECINCT	SWORN	NONSWORN	SWORN	NONSWORN	SWORN	NONSWORN				ALLOCATION DEPARTMENT	INVESTIGATIONS OUTPATIENTS	MANUAL	SEMI-AUTOMATED	AUTOMATED	PIN MAPPING	ACTUARY	COMPLETE	IMPLY	TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5	TYPE 6	TYPE 7		TYPE 8	OFFENSE REPORT	SUPPLEMENT	ARREST REPORT	CAREER CRIMINAL	SUSPECT	FIELD INTERVIEW REPORT	PHYSICAL CHARACTERISTICS	SHIFT BY SHIFT DEPARTMENT OF FALL	DEPLOYMENT OF TAC UNITS	REALIGNMENT OF BEAT SECTOR BOUNDARIES	MANPOWER ALLOC BETWEEN DIV.	CRIME PREVENTION PLANNING
Sierra Valley, Cal.	Admin. Sup	10-76	✓	N/A	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Feedback is maintained through daily attendance of CAU personnel at rollcall, also through informal means such as discussions and officers visiting the CAU. The unit maintains suspect files of known burglars operating in certain areas. It needs to expand its M.O. analysis capability, as well as career criminal files, and the possibility of utilizing ADP should be explored.		
Springfield, M.	Admin.	4-77	✓	N/A	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Information in summary form is provided to watch commands and patrol sergeants. Analysis of patterns is done on a request basis. The accuracy and completeness of field reports present a problem, but a new offense report is now being developed. The physical placement of the CAU does not facilitate effective interchange with operational personnel. The CAU places heavy emphasis on the use of field interrogation reports to develop information on career criminals and known suspects. Pattern identification is accomplished on a request basis. The unit's effectiveness is limited by the number of personnel assigned (one) and the emphasis placed on developing career criminal files.			
Medium Atlantic City, N.J.	Ops	12-77	✓	N/A	2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	The CAU has just been implemented. As a new unit, it needs aid and direction. The assigned personnel seem very capable of doing the job. They are taking a straight forward approach in designing the unit, based upon the ICAP Crime Analysis Systems manual. There are limitations imposed by the existing report forms and field reporting.			
Colorado Springs, Co	Commun Svcs	11-77	✓	N/A	2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	The CAU unit has just been started. One of the analysts is on loan half-time from the Special Anti-Crime Unit. CA activities include preparation of a monthly statistical report and periodic identification of trends. CA is wholly manual; however, there are serious impediments in the effective flow of field reports (information due to processing delays in other units (e.g., word processing).			
Lexington, Kentucky	Ops Div	12-76	✓	N/A	1	2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	The CAU operates an excellent manual system, with some data processing support planned. The unit is building credibility, provides input to rollcall, and processes a growing number of special requests. It primarily supports investigative and tactical unit operations. Although assigned to the Operations Division, the unit head also reports directly to the Chief of Police. A new general investigative form is being devised. The CAU is expanding to include operations analysis function, and it has distributed questionnaires to users to obtain feedback on unit activities.			

DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY		NO. OF PERSONNEL						UNIT HEAD	SUPPORTS	MODE OF OPERATION								SOURCE DOCUMENTS	PRODUCTS*								FILES MAINTAINED								CA INF'D SUPPORT ROLL								COMMENTS	
			CENTRAL	PRECINCT	CENTRAL			PRECINCT					NONSWORN	INVESTIGATIONS	CAREER/FIRMAL	MANUAL	SEMI-AUTOMATED	AUTOMATED	PIN-MAPPING	ACCURATE		COMPLETE	TIMELY	TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5	TYPE 6	TYPE 7	TYPE 8	OFFENSE REPORT	SUPPLEMENT	ARREST REPORT	CAREER CRIMINAL	SUSPECT NAME OR VEHICLE	FIELD INTERVIEW REPORT	TYPE OF INCIDENT	CHARACTERISTICS	SUPPORT UNIT	DEPLOYMENT OF POL	DEPLOYMENT OF TAC UNITS	REALIGNMENT OF BEAT	SECTOR BOUNDARIES	MANPOWER ALLOC. BETWEEN DIV.		CRIME PREVENTION PLANNING
					SWORN	NONSWORN	SWORN	NONSWORN	SWORN	NONSWORN																																					
New Haven, Conn.	Asst Ch. Admin	11/75	✓	N/A	1	2	N/A	N/A	✓		✓		✓				✓											OL													✓	CA data are captured on a 28-day cycle in keeping with the Department's shift rotation schedule. During this cycle, Planning receives three reports covering the target crimes of burglary, auto theft, theft from auto, vandalism, street crimes and robbery. The three reports are: Trend report, detailed CA report by neighborhood and functional category, and geo-code map. Print-outs are received on the eighth day following the previous cycle completion. Analysis starts by comparing statistics with previous cycles and establishing trends. The objective is to create a patrol pattern (Directed Patrol Run) for the current cycle that will deal effectively with the problems identified. Planning also produces an analysis information package for each sector segment in each shift. The CAU has just initiated a system of tracking burglaries on a daily basis, and no M.O. file is being established.					
Pontiac, Michigan	Plng & Adm	11/73	✓	N/A	2	3	N/A	N/A	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓														✓	CA was initiated prior to ICAF, and the unit's emphasis is on the development of information for management decisionmaking and patrol resource utilization. Much of the information developed comes from data processing printouts generated through Records. The CAU has had an influence on patrol boundary changes, provided numerous daily and other periodic reports to division commanders, and had a definite impact on the Patrol Division's directed patrol unit.					
Portsmouth, Va.	Plng & Res	1978	✓	N/A	1	1	N/A	N/A	✓	✓	✓	✓	✓			✓	✓										OL													✓	All capabilities noted are anticipated since the formal CAU has just been established. Offense reports currently are being placed on the computer; however, at time of visit, the backlog of reports to be inputted was excessive. The Department anticipates using data processing support extensively for CA.						
Quincy, Mass.	Plng & Res	3/76	✓	N/A	3	N/A	N/A	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	The CAU daily picks up dispatch cards, the daily journal, and field reports (Part I and Part II crimes). Spot mapping and files are developed from all three sources. A Daily Break List is developed from dispatch cards and sent to Patrol and Investigations. Biweekly bulletins are prepared for each of the 12 car areas. Information contained in this bulletin is extensive and very comprehensive. Departmental reactions to these bulletins have been good, however, in many cases, the calls for service workload does not permit proper use of the information in the field. Directed Patrol has been implemented on a limited experimental basis.				



DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY		NO OF PERSONNEL				UNIT HEAD	SUPPORTS	MOD OF OPERATION		SOURCE DOCUMENTS		PRODUCTS*								FILES MAINTAINED				CA INFO SUPPORT ROLL				COMMENTS									
			CENTRAL	PRECINCT	CENTRAL		PRECINCT				SWORN	NONSWORN	MANUAL	SEMIAUTOMATED	AUTOMATED	REMAPPING	ACCURATE	COMPLETE	TIMELY	TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5	TYPE 6	TYPE 7	TYPE 8	OFFENSE REPORT	SUPPLEMENT	ARREST REPORT		CARVER REMOVAL	NAME OR VEHICLE SUSPECT	FIELD INTERVIEW REPORT	PHYSICAL CHARACTERISTICS	SHIFT BY SHIFT DEPLOYMENT OF PUL	DEPLOYMENT OF TAC UNITS	REALIGNMENT OF BI-AT SECTOR BOUNDARIES	MANSWORN ALLOC. BETWEEN DIV.	CRIME PREVENTION PLANNING
Racine, Wisconsin	Prog & Res	11/76	✓	N/A	2		N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Currently, the CAU is providing Patrol and Investigations with good information on crime patterns and trends. The CA products are very good in content and excellent in format. The field reports are adequate; however, timely reports is a problem. The CAU does support directed patrol activities, and the commander is held responsible for reporting back to the CAU concerning whether the recommended action was acted upon, and why.
Stockton, California	N/A																																					At the time of the visit, the ICAP grant has not been received. However, a crime analyst had been selected and will start as soon as the grant is awarded. Some unit commanders have attempted individually to collect and analyze data for their own needs. The CA function is a recognized need within the Department.		
Large Austin, Texas	Prog & Res	7/77	✓	N/A	1 1/2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1 A full-time civilian crime analyst was hired November 21, 1977. Daily, weekly, and monthly analysis summarized burglary, robbery, and rape offenses are prepared. Analysis using a spot mapping and report system is used to prepare a monthly burglary report. The CAU provides summary information at present; however, this information is beginning to be used by shift commanders for problem identification and tracking. The unit appears just to be beginning to identify crime patterns and M.O./suspect coordination. It also performs many other tasks related to planning and administration, which could be an impediment to its capability growth.		
Fort Worth, Texas	Invest, Div	10/76	✓	*1	11	2	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Planner/analyst positions are planned for each of the sectors, and their function is expected to be chiefly one of coordination. The CA system is manual and still in the development stage. Realignment of personnel appears to have affected the CAU's growth. It is anticipated that crime analysis principally will be used by sector lieutenants to deploy "rover cars," as well as helicopter deployments. The CA products mainly are summarized and recapitulations, with limited analysis. The unit's assignment to the Investigations Section could affect on its ability to support ongoing patrol operations.		
Jacksonville, Florida	Prog & Res	11/77	✓	N/A	2	1	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	The CAU supports operational functions of Patrol and Investigations. The county is divided into four zones with analysis conducted on a countywide basis. The CAU operates a primarily manual system with information recorded on 3- by 5-inch cards and filed. Trends are followed on pin maps, and box maps are spotted and disseminated to patrol personnel. Computer printouts are used primarily as reference tools. At present, the unit basically provides summary information, yet an extensive amount of quality planning for future development has resulted in an excellent project implementation plan in which CA will support best management and deployment strategies.		

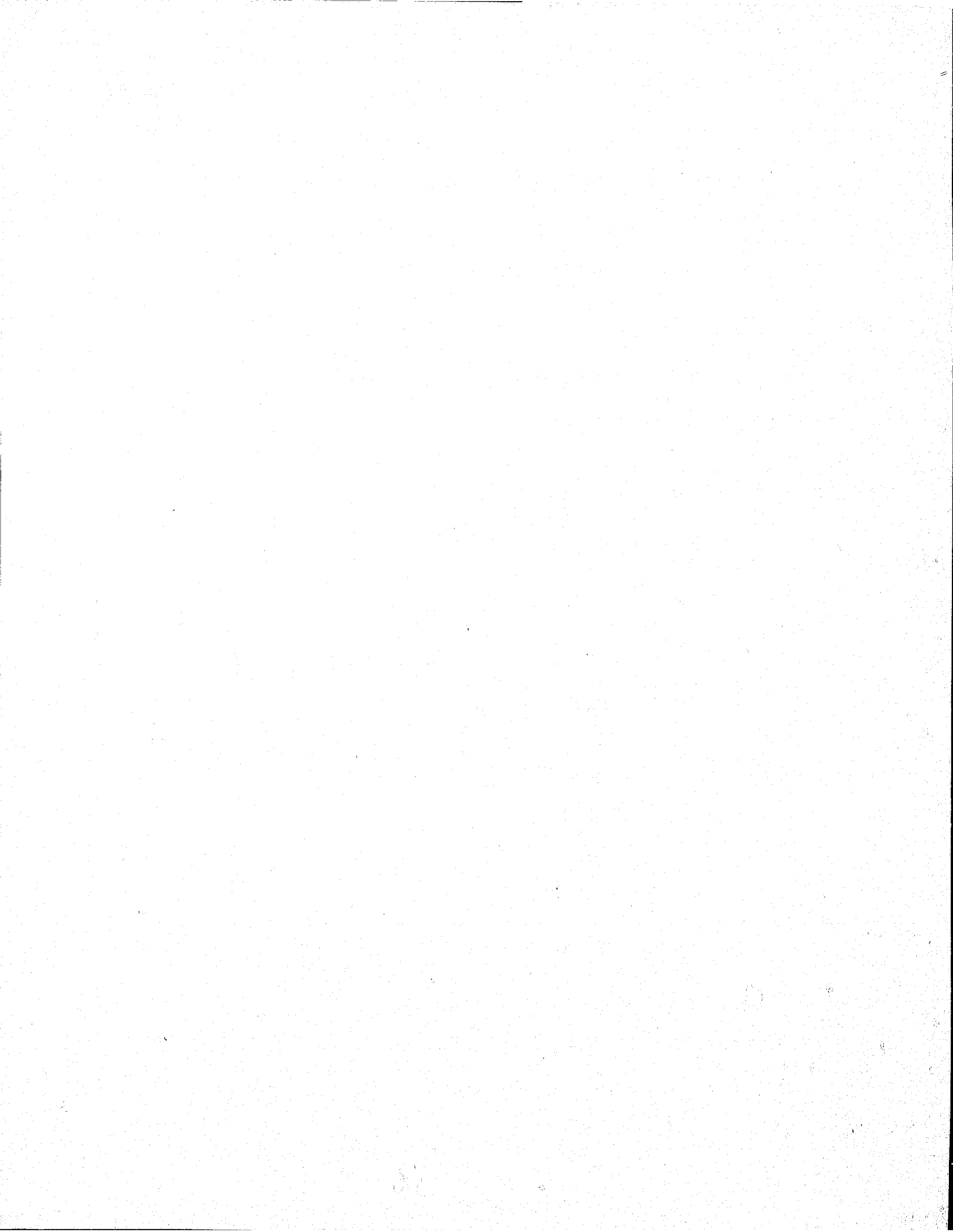
DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY										PRODUCTS*														FILLS MAINTAINED								CA INFO SUPPORT ROLL				COMMENTS
			CENTRAL		PRECINCT		NO. OF PERSONNEL		UNIT HEAD	SUPPORTS	MODE OF OPERATION				SOURCE DOCUMENTS		TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5	TYPE 6	TYPE 7	TYPE 8	OFFENSE REPORT	SUPPLEMENT	ARREST REPORT	CAREER CRIMINAL	NAME OR VEHICLE	SUSPECT	FIELD INTERVIEW REPORT	PHYSICAL CHARACTERISTICS	SHIFT BY SHIFT DEPLOYMENT OF POL	DEPLOYMENT OF TAC UNITS	REALIGNMENT OF BEAT SECTION BOUNDARIES	HANDOVER ALLOC. BETWEEN DIV.			
			SWORN	NON-SWORN	SWORN	NON-SWORN	SWORN	NON-SWORN			SWORN	NON-SWORN	SWORN	NON-SWORN	MANUAL	SEMI-AUTOMATED																					AUTOMATED	FIN-HAPPENING	
Kansas City, Mo.	Records/Command	8/72	✓		1	4	1		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	OL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1 Crime information coordinator (CIC) at the precinct level. The central Crime Information Unit (CIU) uses computer printouts from records. The CIU uses a semi-automated keyboard system for sex offenses, and online system for automated field interrogation reports. Grid maps are prepared for the division level with pin mapping. The timeliness of incident reports is a problem. The Department produces manpower utilization output for planning and monitoring directed patrol activities, and there is extensive evaluation of crime control and deployment strategies. Comprehensive directed patrol activities integrate crime prevention and local management techniques. There is extensive use of involved officers in planning task forces. The CICs use daily sheets and spot maps for targeting burglaries, robberies, auto thefts, and larcenies. Calls-for-service are included in the manpower utilization output.
Memphis, Tenn.	Patrol Formerly Crime Info Center	9/77	✓	✓(1)	3	4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1 Officers assigned at each precinct to coordinate and disseminate information on crime trends. CA mainly is accomplished at the central unit. Pin mapping is accomplished at both the precinct and headquarters. CA primarily supports Patrol, with informal communications of information to investigators. There is a 2-day time lag in the receipt of reports. The CAU uses computer printouts only to verify offense information. The Department anticipates the installation of word processing equipment and redesign of the offense report. Due to manpower limitations, there is little flexibility for shift-by-shift deployment based on CA. The basic CA function is sound, but more comprehensive data are needed. The Department intends to place the precinct CA functions under the central CAU.		
Minneapolis, Minn.	Unassigned			(1)						✓	✓																										1 No formal CAU established. Planning and Research compiles crime-specific maps on a monthly basis, but the basic level of analysis is accomplished at the precincts, (e.g., pin mapping). The target crimes are selected by the individual precinct commander.		
New Orleans, La.	Supt.	8/73	✓	✓(1)	5	1	8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1 There is a person CAU representative in each District who is paid for 2 hours of overtime. The target crimes are residential and commercial burglary, and robbery. The CAU's basic source of information is reports transmitted on the TTY bulletin by the districts. Bulletins are sorted by crime type and analyzed. The CA products are highly comprehensive and are reflective of a sound system design. Major emphasis is placed on career criminal identification through close coordination and interface with the local prosecutor's Career Criminal Program.	

DEPARTMENT	UNIT FORMALLY ASSIGNED TO	DATE IMPLEMENTED	CAPABILITY		NO. OF PERSONNEL				UNIT HEAD	SLIP/REPORTS	MODE OF OPERATION	SOURCE DOCUMENTS	PRODUCTS*								FILES MAINTAINED				CA INFO SUPPORT ROLL				COMMENTS																
			CENTRAL	PRECINCT	SWORN	NONSWORN	SWORN	NONSWORN					SWORN	NONSWORN	ALLOCATION	INVESTIGATIONS	CAREER CRIMINAL	MANUAL	SEMIAUTOMATED	AUTOMATED	RE-MAPPING	ACTUALLY COMPLETED	TIMELY	TYPE 1	TYPE 2	TYPE 3	TYPE 4	TYPE 5		TYPE 6	TYPE 7	TYPE 8	OFFENSE REPORT	SUPPLEMENT	ARREST REPORT	CAREER CRIMINAL	SUSPECT NAME OR VEHICLE	FIELD INTERROGATION REPORT	PHYSICAL CHARACTERISTICS	BRIEF BY SURF	DEPLOYMENT OF TAC UNITS	REALIGNMENT OF BEAT	SECTOR BOUNDARIES	MANPOWER ALLOC. BETWEEN DIV.	
Norfolk, Va.	Ops Bar	9/74	✓ (1)	✓	12	2	1	1		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Central CAU also supports the 1st Precinct. CA is essentially decentralized to the precincts, although headquarters unit functions are performed by the 1st Precinct analysts. The CA system design is very good, although decentralization has resulted in loss of citywide emphasis and coordination. The CAUs mainly support patrol operations, focusing on patterns and trends within each precinct. Extensive use is made of crime analysis information to support beat management, directed patrol activities, and problem identification and strategy development through the Sector Command concept. CA uses an excellent manual system, with good spot mapping and highly comprehensive CA files.
Portland, Oregon	Tac. Support	7/77	✓	✓	3		2		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	CA basically employs a manual system with good use of files and pin mapping. The CAU plans to go semi-automated prior to July 1978. Known offenders are tracked by mapping and files. The completeness of patrol field reports is a problem. The CAU is in the developmental stage, although plans include a support role in a number of areas. Further development of pattern recognition and dissemination is needed. Both the North and East Precincts have an officer assigned to CA. Both headquarters and precinct operations have been very effective, and information developed by the CAU has proven beneficial in apprehensions. The unit has an excellent growth potential.	
San Diego, Calif	Int & Res	1/76	✓	N/A	3	3	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	CA is performed with an automated system (DOCS and MECCA). DOCS focuses on robbery, rape, and sex offenses, while MECCA is a computerized suspect file. The CAU plans to include burglary in DOCS. The unit is attempting to establish departmentwide credibility. There is an excellent new offense report now in use for field reporting. Extensive use is made of series resource teams to develop tactical action plans for the deployment of available manpower on a tactical basis. At present, there are no regular CA products although a number are planned, and there is almost exclusive use of data processing for CA. Computer will eventually be programmed to produce a rotation coefficient automatically for a detected crime writer. There is understanding and good potential for the use of CA in the field.	
San Francisco, Calif	ICAP Div	9/77	✓		2	3			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	There are nine patrol precincts. CA is basically accomplished at headquarters and is in the early developmental stages. Offense reports are inputted into the computer in records, and the CAU relies on daily residuals of all reports from a terminal located in the CAU. The CA products are in the design phase. The CAU appears to be focusing its attention on crime pattern detection for dissemination to the tactical unit and Patrol precincts. This should prove to be a very worthwhile strategy. Credibility and recognition of the CAU by Patrol is a major problem. Decentralization to the precincts is planned. The CAU needs to establish files for daily use, and it has a major	



TABLE 3-3

Project Status -- Patrol Operations



DEPARTMENT	PATROL CONCEPTS EMPLOYED								ALLOCATION	CRIME ANALYSIS PRODUCTS USED	PATROL OFFICERS					COMMENTS	
	TRADITIONAL PATROL	TEAM POLICING	MODIFIED TEAM POLICING	1-MAN CARS	2-MAN CARS	1-MAN/2-MAN COMBINATIONS	BEAT PROFILING	SWING SHIFT			DIREL. TD PATROL	FOOT PATROLS	PRELIMINARY INVESTIGATIONS	FOLLOWUP INVESTIGATIONS	CRIME PREVENTION SURVEYS		CRIME SCENE SEARCH
Small Arlington, Texas	✓			✓						Resources divided by three-1 district/1 officer three evenly manned 8 hour shifts with staggered starts. Ratio of 1 sgt per 8 patrolmen.	"ROVER CARS" use summaries recap bulletins to direct patrol efforts. Summary briefing on criminal activity provided. Otherwise CA info used only on an informal, individual basis. Each supervisor receives crime analysis bulletins. CA unit updates patrol briefing book.	yes	no	yes (1/78)	no	yes	An evidence van is available for crime scene search. The Department previously experimented with collapsing two districts into one to free up an officer to focus on a breaking-and-entering problem. This worked well, and the Department is exploring the possibility of expanding the concept.
East Providence, R.I.	✓			✓					✓	Based upon percentage recommendations made in 1968 survey. Three standard 8 hour shift. Ratio of 1 sgt per 10 patrolmen.	Crime analysis unit not formed yet. Expected in early 1978.	yes	yes	yes	yes	no	Patrol commanders estimate that 85 percent of all major arrests are made by patrol officers. Patrol operations are entirely reactive, with 100 percent of CFS responded to and documented by patrol officers. The officers are required to type reports. Overlapping reliefs are prohibited by a temporary court injunction.
Lawrence, Kansas	✓			✓						Generally, equal manning among all three standard shifts. Approx. 1 sgt per 12-13 patrolmen (1 corporal on each shift)	Crime analysis unit just implemented little impact as yet; pin maps, daily bulletin, and special studies.	yes	yes	no	yes	no	ICAP plans include development of a directed patrol concept. Also, a fully representative task force is planned. The Department has an excellent policy manual on prescribed patrol procedures, responsibilities, and constraints.
Newburgh, New York		✓		✓						Three standard shifts w/2 sqts, 9 off, 2 det & 1 ep. spec. for each shift (except midnight). District commanders & shift sqts deploy assigned personnel at their own discretion.	Each officer receives daily bulletin and overlay map of target crimes for last 30 days. Also receive bi-weekly crime summary. District commander uses CAU info for monthly report.	yes	yes	no	yes	no	The Department employs the full team policing concept, with three team districts of approximate equal CFS workload. The detectives are decentralized to districts, and they handle the most serious cases plus citywide problems. The Department currently is on a 3-platoon 4 and 2 balanced shift system by district teams. Shift times rotate every 4 days.
Oxnard, California	✓			✓						Presently conducting workload study. Previous study related to CFS workload w/referrence to arrival time studies.	Crime analysis info used mainly for tactical patrol-minor influence over others as yet. Presently focusing on names/descriptions of serious offenders.	yes	no	no	yes	yes	Each primary watch (4-10 plan) is commanded by a lieutenant with one or two field sergeants. Overlapping shift times on the 4-10 plan provide for good utilization of resources. The Department currently is 13 personnel short. Presently, the Patrol officer has little time to do any more than handle calls and write reports. The traffic unit (7 officers) is assigned to the Patrol Bureau, but these personnel do not assume CFS workload during busy times.
Plainfield, New Jersey	✓				✓				✓	Generally, equal staffing among all three shifts (1 sgt/4 off) with swing shift operating each day (5-1 or 6-2) with 1 sgt and 5 officers. Plans include resource allocation study in near future. Questionable data collected on run cards in commo room.	Good roll call training and target crime briefings (pin maps in roll call room). Occasional bulletins prepared and sent to patrol. Use is based on individual officers. Survey of attitudes indicated general, overall positive response to use of CA by patrol.	yes	no	no	yes	no	The Department deploys one-man cars during the day and two-man cars after dark. A State-funded foot patrol program provides for one sergeant and 13 police officers walking downtown beats. There is a critical shortage of manpower, which, coupled with a policy that all CFS be responded to by an officer, limits the officers' involvement in other activities. Sergeants play a critical role in handling CFS (stacking, prioritizing) in field. Officers currently are being trained in crime prevention.

DEPARTMENT	PATROL CONCEPTS EMPLOYED										ALLOCATION	CRIME ANALYSIS PRODUCTS USED	PATROL OFFICERS					COMMENTS
	TRADITIONAL PATROL	TEAM POLICING	MODIFIED TEAM POLICING	1-MAN CARS	2-MAN CARS	1-MAN/2-MAN COMBINATIONS	BEAT PROFILING	SWING SHIFT	DIRECTED PATROL	FOOT PATROLS			PRELIMINARY INVESTIGATIONS	FOLLOWUP INVESTIGATIONS	CRIME PREVENTION SURVEYS	CRIME SCENE SEARCH	PARTICIPATE IN TASK FORCES OR PATROL PLANNING	
Portland, Maine	✓					✓				✓	Generally even distribution across three shifts, except evening shift assigned more resources. Staggered shift starting times by on hour (i.e., 0700/0800, 1500/1600, 2300/2400). Fixed eight hour watches 1 sgt per 4-5 off.	Crime analysis daily bulletin, daily crime recap, and special bulletins used. CA greatly influences deployment of TAC unit assigned to patrol (evening shift). Shift commanders have prerogative to deploy personnel on a daily basis. Problem with CA credibility with some patrol off's.	yes	yes	no	yes	yes	The Department has a policy that 100 percent of calls are responded to by a patrol officer. Plans include implementation of a 4-10 plan. PEP/ICAP has resulted in the officers being given considerably more flexibility in preliminary and followup investigations. However, this is hampered by the CFS workload.
Pueblo, Colorado	✓			✓							Operation commander determines allocation - beat boundaries established by task force three years ago. Generally, three shifts, standard times, equal manning. Support shift (7 off for school relief). 1 sgt per @ 4 off's.	Spot maps located in squad room. Weekly report of offenses provided to officers. Desk Sgts office does a daily bulletin of activities by locations. Use of CA is primarily on an individual basis.	yes	no	no	yes	no	Officers notify burglary victims of the availability of crime prevention surveys. The anticipated development of crime series, modus operandi, and suspect bulletins should greatly improve the current deployment of available patrol resources.
Simi Valley, California	✓			✓						✓	Recently conducted allocation study using POST procedures - an excellent study resulted. Regular shift manned by 1 lt, 1 sgt, 5 off, 2 traffic.	Full range of crime analysis products provided to all patrol officers. Limited use of MO series bulletins. Heavy workload limitations restrict full use of CA info for directed deployment.	yes	yes	yes	yes	no	Patrol officers followup on all burglaries, based on the Department philosophy that all burglaries can be cleared. The Department has one of the lowest police-population ratios (for a city of its size) in the Nation. The resultant heavy calls-for-service burden restricts the full use of crime analysis information for deployment based on available time.
Springfield, Missouri	✓			✓							Allocation & deployment based on no set procedures, other than tradition. Three shifts, equal manning. Approx. 1 sgt per 7-8 off's.	Deployment based on CA done informally at the discretion of the patrol super. Roll call brief, but CA summaries are used to inform officers of problem areas. Officers primarily use FIR summaries.	yes	no	no	no	yes	The city is divided into two patrol zones. The Department deploys equal manning among all three shifts. A major-crime investigator (crime scene search, etc.) is assigned to each zone/watch, as well as investigators from Investigations. ICAP plans include expansion of the Patrol officers role in crime prevention. An operations analysis function is needed to deploy properly the available resources according to need.
Medium Atlantic City, N.J.	✓				✓					✓	Allocation based upon estimate of workload. Currently, three standard 8 hour watches-equal manning.	Crime analysis unit just formed - no measurable impact as yet.	no	no	no	no	no	Patrol essentially handles CFS and minor events, while an investigator is called in on anything significant. Plans include expansion of Patrol resources to make up an "investigative patrol," which will do preliminary and followup investigation and deployment based upon crime analysis
Colorado Springs, Colorado	✓	✓									Resource allocation study conducted two years ago based upon CFS workload (%).	Crime analysis unit just formed. TAC unit has consistently used CA info on regular basis to target areas for deployment. Patrol officers very receptive to CA since many of them already do it on their own initiative.	yes	yes	no	no	no	<sup>1</sup> The Department uses a team concept under which the city is divided into two teamed sectors, and a Sergeant is the team leader. The SWAT team and a special anticrime unit are assigned to Patrol. The special unit focuses on burglary/robbery in different areas of the city and is a full-service tactical unit. Followup investigations by officers are limited due to CFS workload and the limited probability of successful results. Evidence technicians are available for each shift.



DEPARTMENT	PATROL CONCEPTS EMPLOYED								ALLOCATION	CRIME ANALYSIS PRODUCTS USED	PATROL OFFICERS					COMMENTS	
	TRADITIONAL PATROL	TEAM POLICING	MODIFIED TEAM POLICING	1-MAN CARS	2-MAN CARS	TEAM/PAIRS (COMBINATIONS)	BEAT PROFILING	SWING SHIFT			DIRECTED PATROL	FOOT PATROLS	PRELIMINARY INVESTIGATIONS	FOLLOWUP INVESTIGATIONS	CRIME PREVENTION SURVEYS		CRIME SCENE SEARCH
Lexington, Kentucky	✓			✓						Presently working on an allocation and deployment plan. Current patrol manning is three shifts (4-10 plan) w/equal manning (three sectors).	Manual system produces a number of summaries for use by patrol - hot sheets, daily bulletin and weekly crimes pattern report, plus crime series bulletins as patterns develop.	yes	yes	no	no	yes	The Department is using ICAP to develop "generalist". Patrol officers with increased investigative responsibility. The Traffic Division was recently consolidated with Patrol. The Department deploys one-man cars. Operations recently were centralized with two substations closed. Plans include directed patrol and response to nonpriority CFS by appointment.
New Haven, Conn.	✓			✓						Traditional methods used for allocation, with comprehensive information output for deployment. Three standard shifts rotate every 28 days (basically, equal manning across shifts). Approx. 1 sgt per 5-6 officers.	Crime analysis products reflect previous activity for past 28 days and are provided to Sector Sergeants for D-runs. Crime analysis used for planning and scheduling D-runs.	yes	yes	yes	yes	yes	All beats are one-man, and the city is divided into four sectors with 6 beats per sector. Part-time officers are used on the evening shift. Beat officers perform routine, traditional functions except when scheduled to perform directed deterrent patrol "D-Runs." Contiguous beat cars fill in for officers assigned to D-Runs.
Pontiac, Michigan	✓				✓		✓	✓		Combination of crime analysis info, calls for service, service time of CFS, and individual breakouts by types of calls.	Daily Info Bulletins plus three times a week Crime Recap meetings are held to go over CA output. Crime analysis info used to determine 1 or 2 man cars and heavily influences directed patrol unit and platoon D-Runs.	yes	no	yes	no	yes	The Department employs a 4-10 plan platoon system, with nine officers assigned to directed patrol. Patrol officers are required to complete special burglary and robbery inspection survey forms. The Patrol officer's role in crime scene search is basically seal and secure the crime scene. Detectives perform most of the followup interviews of witnesses.
Portsmouth, Va.	✓			✓						Basically, three standard shifts with equal manning among all three shifts (ICAP plans include a resource allocation component).	Crime analysis unit not formed - however, planning and analysis unit produces crime state for chief of police.	yes	yes	no	yes	yes	The Department's comprehensive ICAP plans include expansion of the Patrol officer's role in the areas of crime scene search and followup investigations. Evidence kits have been purchased for use by patrol officers, and cameras are available.
Quincy, Mass.	✓				✓			✓	✓	Equal manning among all three shifts; senior personnel on permanent day shift. Evening and night shift rotate. ICAP plans include resource allocation component.	Bi-weekly patrol operations bulletin produced for each car district. Special CA bulletins prepared for crime series detection CA develops information and coordinates directed patrols w/sector sergeants/patrol commander.	yes	no	no	no	yes	Although there are no restrictions on Patrol Officer conduct of follow-up investigations, detectives usually followup the next day, even in burglaries. The Crime Prevention section in Planning and Research has a program whereby auxiliary officers perform crime prevention surveys.
Racine, Wisconsin			✓	✓				✓		Watch commanders use workload statistics and incident rates to readjust boundaries.	Daily bulletin distributed to each patrol officer - contains crime rate info and recaps of target crime throughout city. CA can be used to establish special assignments to focus on patrol problems.	yes	yes	no	yes	no	In addition to three regular shifts, there is an 8-hour power shift. The city is split North/South into 11 areas. Each watch commander determines his own policy governing Patrol officers' involvement in preliminary and followthrough investigations.
Stockton, California	✓				✓			✓		Spring, 1977, shifts were realigned to provide better coverage during peak CFS periods. Prior to this, dept operated on a three's shift basis w/equal manning. Changes resulted from mgmt study by dept.	At the present time -- none.	yes	no	no	yes	no	Beat changes are made each shift, and the majority of beats are patrolled by two-man units. One-man units are assigned to low workload areas. A modified community-oriented policing plan is used in neighborhood facilities. Detectives followup largely is spent on filling in missing information on original crime report due to the fact of a previous review. Field evidence technicians are available for serious cases.

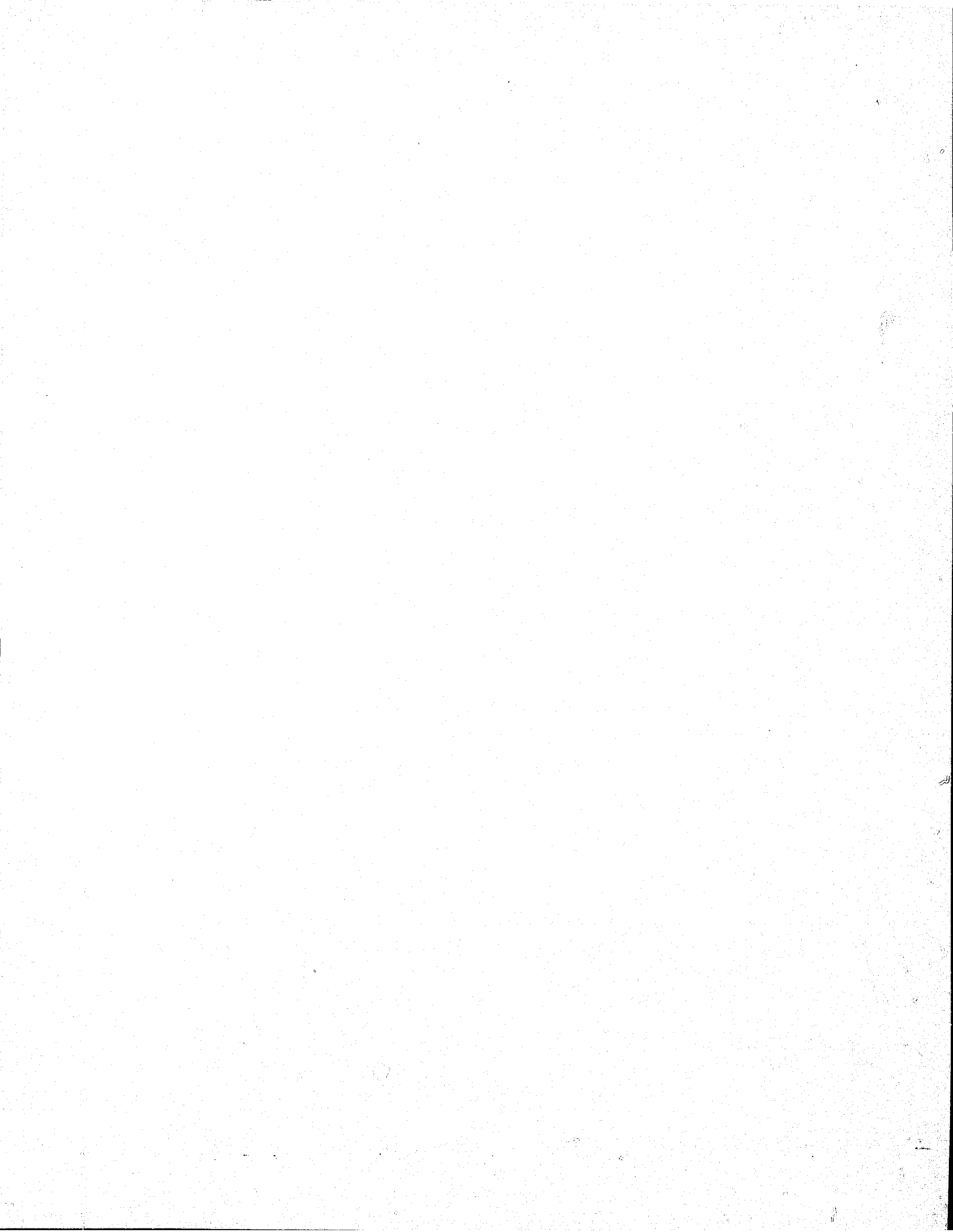
DEPARTMENT	PATROL CONCEPTS EMPLOYED									ALLOCATION	CRIME ANALYSIS PRODUCTS USED	PATROL OFFICERS					COMMENTS
	TRADITIONAL PATROL	TEAM POLICING	MODIFIED TEAM POLICING	1-MAN CARS	2-MAN CARS	1-MAN/2-MAN COMBINATIONS	BEAT PROFILING	SWING SHIFT	DIRECTED PATROL			FOOT PATROLS	PRELIMINARY INVESTIGATIONS	FOLLOWUP INVESTIGATIONS	CRIME PREVENTION SURVEYS	CRIME SCENE SEARCH	
Large Austin, Texas	✓			✓				✓		Resources currently allocated by CFS and consumed time. Three standard shifts (staggered starting time, equal manning). Support team runs from 5 PM-2 AM.	Known offenders list, vehicle lists, and auto theft lists form basis for regularly received reports. Spot maps and graphs used. Daily, weekly, and monthly summaries provided also.	yes	no	no	yes	no	A special support team works the peak CFS workload periods 5 PM to 2 AM, and plans include the unit's expansion to a power shift. Patrol officers are represented on the crime reduction committee. Twelve patrolmen are assigned to Community Relations, and each patrolman has 40 hours of crime prevention and community relations training.
Fort Worth, Texas		✓		✓				✓		For allocation offense & CFS information used in conjunction with size of area to be covered. Generally, an equal number of men are assigned to each shift.	While recaps and summaries are sent to patrol commanders their use is limited to individual preference.	yes	no	yes	no	no	The Department employs a 4-10 plan with shift overlap. The Department is creating a new "Training-Investigator" rank, which has the potential of improving investigative capability of Patrol. Patrolmen had been performing followup investigations, but due to the recent heavy CFS workload, the policy has changed. "Rover Cars" are planned for each sector, and they will focus on problems identified by the Crime Analysis Unit.
Jacksonville, Florida	✓					✓			✓	Workload formula developed. Three standard shifts have equal manning with a permanent evening overlap of 45 off's from 5 PM-1 AM.	Highly comprehensive crime analysis systems planned - monthly summaries being prepared now including pattern and trend information.	yes	no	no	no	no	The Department's CAPS (Crime Analysis for Patrol Strategies) is designed to accomplish: (a) Large-scale trend analysis, which will include modus operandi, career criminal, victim profile, and offender profile information; (b) computer-generated maps depicting location and type of crimes occurring two watches prior to the Patrol officer's joining on duty; (c) recommended deployment strategies based upon data extracted from the management information system.
Kansas City, Missouri	✓			✓					✓	Crime analysis, workload information, crime coordinator. Allocation by shift fairly rigid. Manpower allocation w/1/4 print-out used to determine free time available for directed patrol activities.	Printout from Computer Division: crime by date, location, division, beat, block for manpower alloc. - Sympart I & II crime from CIU. Also burglary & robbery monthly reports as well as special requests.	yes	yes	yes	yes	yes	There is a tactical unit assigned to each sector. Patrol is changing the orientation of the grant from community to career criminal, with the directed patrol activity previously oriented towards community interaction such as door-to-door surveys and engraving. The new strategy will require considerably heavier reliance on crime analysis unit detection of ongoing crime series correlations and suspect identifications.
Memphis, Tenn.	✓					✓			✓	Uniform operations cmdr. just completed allocation study based upon CFS workloads. Primary factor is radio runs volume. Manning for ea. precinct is equally dist. among four precincts, except for a foot patrol unit downtown.	Daily vehicle "Hot Sheets" and periodic ICAP bulletins on suspects crime patterns and crime trends. Receptivity to crime analysis has been good, and ICAP training has fostered good outlook on potential of crime analysis info to support patrol deployments.	yes	no	no	no	no	The Department has a severe shortage of personnel and heavy CFS workload, which limits flexibility in the deployment of manpower. It is probable that word processing and a Tele-Serv capacity would alleviate much of the burdensome workload currently felt, and would give officers more flexibility to direct their available time based upon crime analysis.

DEPARTMENT	PATROL CONCEPTS EMPLOYED								ALLOCATION	CRIME ANALYSIS PRODUCTS USED	PATROL OFFICERS						COMMENTS
	TRADITIONAL PATROL	TEAM POLICING	MODIFIED TEAM POLICING	1-MAN CARS	2-MAN CARS	1-MAN/2-MAN COMBINATIONS	BEAT PROFILING	SWING SHIFT			DIRECTED PATROL	FOOT PATROLS	PRELIMINARY INVESTIGATIONS	FOLLOWUP INVESTIGATIONS	CRIME PREVENTION SURVEYS	CRIME SCENE SEARCH	
Minneapolis, Minn.	✓				✓					Allocation based upon calls for service, response time, and area to be covered. Hypercube model used to design beats - 1 car assigned to each beat.	Pin maps and census tract maps are used. However, CA has little effect on patrol at this time. Precincts receive tally of crimes/district from central analysis unit.	yes	no	no	no	no	The Department is heavily oriented towards answering CFS. There is a definite division of labor between Patrol and the detectives concerning investigations. Two precincts have placed a heavy emphasis on crime prevention and community relations.
New Orleans, La.	✓					✓	✓		✓	Three standard shifts have equal manning. Power shift employed afternoons and evenings for heavy CFS workload periods.	FAST team deployed on basis of crime analysis information and is primarily proactive element of career criminal program.	yes	no	no	no	no	Patrol operates three platoons, plus a power shift. All midnight shift cars are two-man, while other shifts have combinations. A FAST (Felon Action Squad Team) unit of 18 patrol officers and 1 sergeant is a plain clothes operation and is deployed based on information generated by the Crime Analysis Unit.
Norfolk, Virginia	✓		✓			✓	✓	✓		CAD System planned for 1978. Current allocation is fairly even across shifts with emphasis on using available time for special problem oriented deployment. TAC unit assigned to each precinct.	First & Second division both have pin maps & graphs in roll call room. First Division using concentrated patrol runs (directed patrol) and Second Division operates sector commander concept. Both concepts use CA for input. TAC units use CA info for deployment.	yes	yes	no	no	yes	Extensive training is conducted for Patrol officers in the area of preliminary and followup investigations. Beat profiling is designed to make patrolmen more responsive and aware of beat problems. Crime analysis information primarily is used for the tactical deployment of patrol resources -- formally and informally. The sector commander concept is dependent upon the Crime Analysis Unit for daily update of sector problems and evaluation of tactics. There is a major effort to involve patrolmen more extensively in investigations, although manpower shortages and the CFS workload limit the patrolmen's flexibility.
Portland, Oregon	✓					✓			✓	In early 1978 MIS study based on CAD data will be started. Presently, allocation between 3 precincts is established by man-hour research.	Crime analysis data relating to crimes occurring within the precincts and beats include suspect and vehicle descriptions, beat profiles and daily activity recaps. CAU just implemented.	yes	yes	yes	no	yes	Patrol officers are involved in maintaining an active ride-along program in neighborhoods. The State crime laboratory provides support for latent print lifting and specific physical evidence gathering. The Patrol operations is the highlight of the Department. The officers are well trained and motivated, and demonstrate willingness to use crime analysis data to assist them. Report writing is above average and followup investigative efforts are good.
San Diego, Calif.	✓			✓			✓			Traditional method of allocation - shifts fairly equal.	TAP's (Tactical Action Plans) may be developed in conjunction with patrol. Series resource Teams develop crime analysis info for tactical deployment plans.	yes	no	yes	yes	yes	Patrol Responsibilities vary from precinct to precinct: <ul style="list-style-type: none"> <li>• Central has bulk of manpower and workload.</li> <li>• Central has specialized units (Robbery Squad) while other precincts depend upon patrol officers for more involvement in preliminary and followup investigations.</li> </ul> CAD produces extensive information on patrol workload -- this information will be used for allocation and deployment analysis.

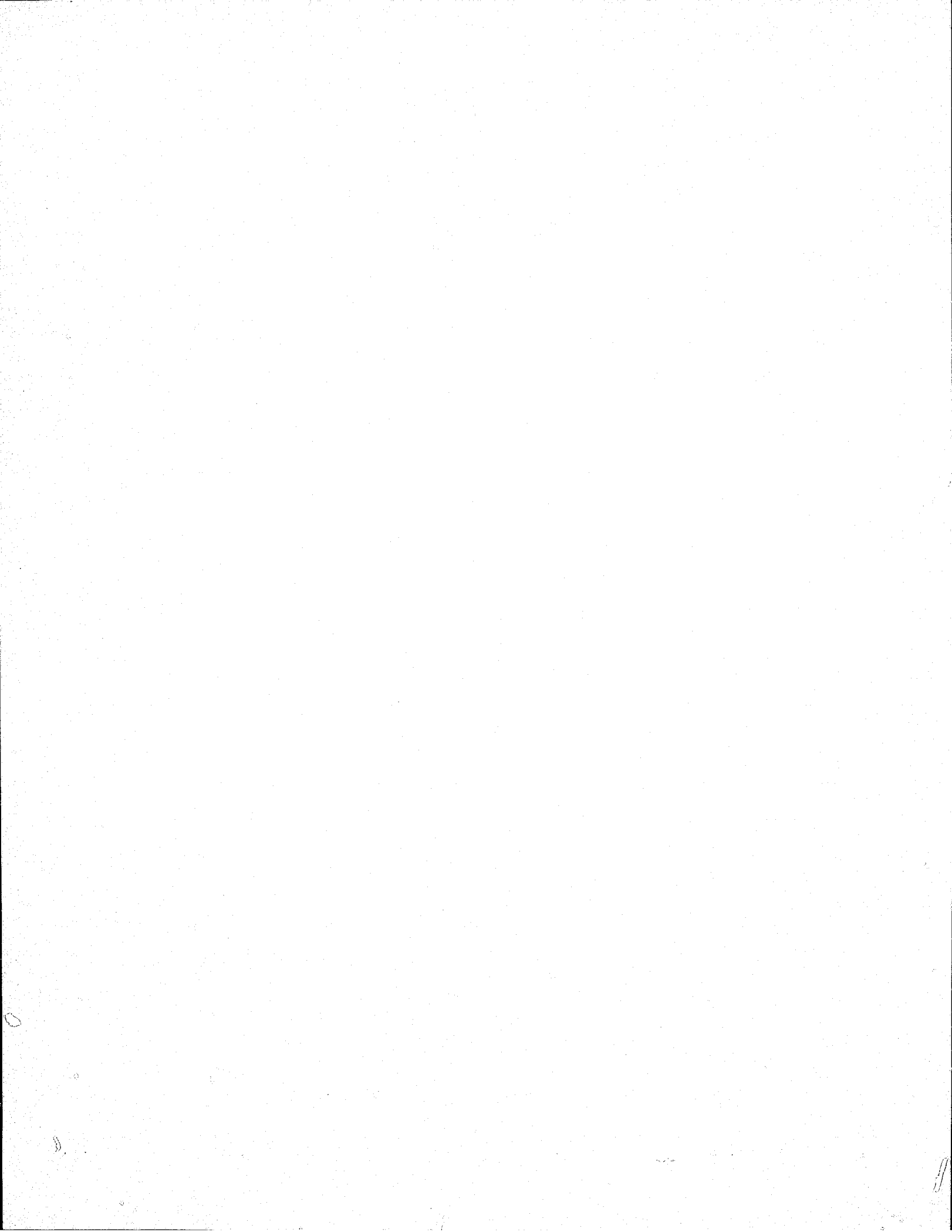
DEPARTMENT	PATROL CONCEPTS EMPLOYED								ALLOCATION	CRIME ANALYSIS PRODUCTS USED	PATROL OFFICERS					COMMENTS	
	TRADITIONAL PATROL	TEAM POLICING	MODIFIED TEAM POLICING	1-MAN CARS	2-MAN CARS	1-MAN/2-MAN COMBINATIONS	BEAT PROFILING	SWING SHIFT			DIRECTED PATROL	FOOT PATROLS	PRELIMINARY INVESTIGATIONS	FOLLOWUP INVESTIGATIONS	CRIME PREVENTION SURVEYS		CRIME SCENE SEARCH
San Francisco, Calif.	✓					✓				Deputy Chief Operations computes workload for each precinct according to CFS and selected incident categories. Personnel are then distributed among the precincts proportionate to workload.	CAU just established — impact on personnel deployment in precincts is sporadic. Only a selected number of car districts receive CA bulletins due to focus on detecting crime series according to patterns & trends. The crime specific task force receives updated CA information daily.	yes	no	no	no	no	Patrol operations are decentralized to nine separate district stations. A recent report received by the Department recommended consolidation into two districts. Each of the districts conducts its own patrol operations, with the district captain reporting to the Deputy Chief, Patrol. The central Crime Analysis Unit has plans to decentralize to the districts by appointment of district coordinators to maintain spot maps and disseminate patrol operation information.
San Jose, Calif.	✓			✓						Crime analysis unit has just completed a study of patrol allocation and has made specific recommendations for patrol staffing, shift times and distribution. Current resources distributed among three watches according to proportionate distribution of workload.	CAU has focused efforts on development of an allocation plan for patrol they produce biweekly officer activity summary to be used by sgt's to monitor team activity. Unit also monitors crime pattern and trend information for burglaries, robberies, and sex offenders. This information is communicated to patrol as crime patterns and trends develop. At present CA information has limited use for day to day deployment of patrol units.	yes	yes	no	yes	yes	Reorganization of the Department will establish a combined operations Bureau under the Assistant Chief. ICAP has been instrumental through provision of management information to the operations commander and development of the necessary information and analysis support of patrol allocation and deployment. The Department has well-trained, motivated officers and has adopted a progressive approach to managing Patrol operations. Once crime analysis information for day-to-day deployment has been developed, this department could very well be considered a model ICAP city.

TABLE 3-4

Project Status -- Tactical Units/Investigations



DEPARTMENT	TACTICAL UNITS			CRIME ANALYSIS PRODUCTS USED	INVESTIGATIONS		CRIME ANALYSIS PRODUCTS USED	COMMENTS	
	UNIT ASSIGNED TO				INVESTIGATORS ASSIGNED TO				
	PATROL	INVESTIGATIONS	OTHER		CENTRAL HQD - UNIT	PRECINCT DIVISIONS			
SMALL Arlington, TX		X		Crime-specific unit handles mostly TAC-2 alarms. (1) Also identifies targets using CA information.	All area bulletins (crime-specific) are used to determine alarm locations.	X		Summaries not used much; property list matched to pawn shop cards; bulletins read.	<sup>1</sup> The official tactical unit is a SWAT team. Task forces are working on written policies for responsibilities of Investigative, Tactical, and Patrol units. No information is available on problems in flows or working relationships. The Department has a good Investigations unit, which handles 1120 to 1150 cases per month. Cases not cleared at the scene are assigned priorities A to D before being made inactive. There are at least two contacts made with all victims (interview, call, or postcard).
E. Providence, RI				N/A	N/A	X		N/A	There is no formal policy of notifying detectives of an incident. During the day, the dispatcher calls Investigations after a Patrol officer has been dispatched to the scene of a criminal incident. There are detectives assigned to the night shift. Field reports are picked up by the detectives daily for the previous 24-hour period, together with an untimely journal bulletin. Case screening and priority assignment are at the detective's discretion. Cases not cleared at the scene by a Patrol officer are followed up by at least one detective unit to the victim or witness or scene.
Lawrence, KS				On standby (rarely called)	N/A	X		Daily Bulletin most helpful - capsulates information from many sources, serves as index for further detailed study of materials of particular interest to a particular investigation.	There is coordination between Investigations and Patrol. On serious cases requiring followup investigation, the Patrol officer on the scene is assigned temporarily to Investigations. All field reports are screened by the Investigations division commander for followup and assigned for active investigation if the solvability factors suggest success; the assigned cases are reviewed monthly by the commander. No new detectives have been appointed since 1972.
Newburgh, NY				All field operations decentralized under District Policy concept. Ad hoc SWAT team is composed of members of each District team.	N/A		X	All officers receive like information - daily information bulletins (target crimes), biweekly crime recaps (also target crimes) and special information bulletins on as-needed basis.	The Department has no commander of detectives. The district investigations coordinators are responsible for investigating high-priority cases, and for training and assisting Patrol officers in conducting lower priority investigations.





**CONTINUED**

**1 OF 2**

DEPARTMENT	TACTICAL UNITS				INVESTIGATIONS			COMMENTS	
	UNIT ASSIGNED TO			ROLE OF UNIT	CRIME ANALYSIS PRODUCTS USED	INVESTIGATORS ASSIGNED TO			CRIME ANALYSIS PRODUCTS USED
	PATROL	INVESTIGATIONS	OTHER			CENTRAL HQD. UNIT	PRECINCT DIVISIONS		
Oxnard, CA	X			One Sgt and two officers, supplemented by four officers on overtime to focus on crime-specific problem areas as they develop.	Series events and patterning – hours, area; some victim/suspect profiling.	X		Series events and suspect data (very preliminary use)	The Tactical unit is scheduled to increase in January and March 1978 from one sergeant, two assigned officers, and four overtime officers to one sergeant and six assigned officers. The Department uses 12 solvability factors for case screening. The detectives regularly attend Patrol briefings to discuss current crime information and to assist in training Patrol officers. No detectives are assigned during night tours.
Plainfield, NJ				N/A	N/A	X		Daily information report and weekly crime summary to communicate information to Patrol and coordinate case assignment with other units.	A sergeant in Investigations screens all cases for assignment to and followup by Investigations. Investigators routinely followup on cases the day after a preliminary investigation has been conducted by Patrol. Investigators are also available on call for serious cases.
Portland, ME	X			Do uniformed and nonuniformed activities.	All CA products plus prior history files produced.	X		All products produced by CAU.	The lieutenant in charge of Investigations reviews incident reports and assigns investigative priorities (1 to 5) based on solvability factors. Investigations conducts a 10- to 30-day followup of open cases, and sends a form letter to victims.
Pueblo, CO	X			SOS performs limited, tactical, crime prevention, and information support functions.	All – focus on collation of offender and suspect MO, using CA summaries.	X		Names of arrestees/suspects. (minimal use). <sup>(1)</sup>	<sup>1</sup> The Investigations commander would like more specific information.  Case screening informally is based on solvability factors. Investigative leads are submitted in writing. Investigative briefings occasionally are held at rollcall.
Simi Valley, CA				N/A <sup>(1)</sup>		X		FIR summary, daily and weekly crime recaps, specific beat bulletins, and suspect vehicle files.	<sup>1</sup> Case screening and assignment of priorities are determined by the Patrol officer or Supervisor.  The Major Investigations Unit is small and conducts followup investigations only for most serious crimes and those requiring activity outside the city. Investigations is basically a Patrol responsibility.
Springfield, MO				Resources occasionally pooled from all watches to form a special unit for surveillance on area canvassing.	N/A	X		Primarily FIR Summaries; special requests have been submitted to CAU.	Case screening and priority assignment are accomplished informally. Patrol will be increasingly involved in the investigative function under ICAP. Patrol and Investigations will use career criminal information once files are established.

DEPARTMENT	TACTICAL UNITS				INVESTIGATIONS		COMMENTS		
	UNIT ASSIGNED TO			ROLE OF UNIT	CRIME ANALYSIS PRODUCTS USED	INVESTIGATORS ASSIGNED TO			
	PATROL	INVESTIGATIONS	OTHER			CENTRAL HQD. UNIT		PRECINCT DIVISIONS	CRIME ANALYSIS PRODUCTS USED
MEDIUM Atlantic City, NJ				N/A			X	N/A <sup>(1)</sup>	<p><sup>1</sup>The Crime Analysis Unit started in December 1977, therefore, no products are available.</p> <p><sup>2</sup>Investigations was recently reorganized into two divisions: Crimes Against Persons; Crimes Against Property.</p> <p>The Department recently instituted a case control sheet; and formerly cleared only small percentage of all cases. Investigations recently was reduced by 10 men. The Department receives numerous letter reports associated with tourist trade.</p>
Colorado Springs, CO	X			Special Anti-Crime Unit focuses on burglary and robbery within selected areas for extended periods of time.	CAU implemented in 11/77. One analyst is on loan half-time from the TAC unit which uses city wide crime statistics to target an area.		X	N/A	<p>A special anticrime unit is supported by Federal funds and has been one of the most successful anticrime programs in Colorado Springs. The unit focuses on one area of the City at a time for extended periods. Various tactics are used (such as proactive patrol, security surveys, and Operation Identification). Once fully operational, crime analysis will supply the unit with ongoing patterns and trends. Investigations currently is being combined with Patrol under one organizational command. The investigative supervisor screens cases for assignment and followup investigation. The word processing system delays receipt of field reports.</p>
Lexington, KY	X			Special Patrol (two units) freelance unit. Some officers have been working foot patrol.	Weekly crime report to focus on problem areas.		X	Special reports; daily and weekly bulletins.	<p>Patrol handles case as far as the officer can. Investigations screens cases (presently informally), and all screened cases are followed up by phone call. Solvability factors will be included in new incident report form. Investigations borrows people from the Special Patrol unit and is organized along crime-specific lines.</p>
New Haven, CT				SWAT people trained within the department; may be pooled for special assignments.	None <sup>(1)</sup>		X	None	<p><sup>1</sup>Crime analysis essentially supports only directed patrol.</p> <p><sup>2</sup>Investigations desk sergeant monitors the radio and dispatches a detective unit for urgent cases.</p> <p>There is a recognized need for expansion of the crime analysis function to aid investigations. The investigations desk sergeant distributes cases by shift, by workload, with informal followup. There is no real feedback mechanism. Significant improvements are expected within a year.</p>

DEPARTMENT	TACTICAL UNITS			INVESTIGATIONS			COMMENTS		
	UNIT ASSIGNED TO			INVESTIGATORS ASSIGNED TO		CRIME ANALYSIS PRODUCTS USED			
	PATROL	INVESTIGATIONS	OTHER	ROLE OF UNIT	CRIME ANALYSIS PRODUCTS USED			CENTRAL HQD. UNIT	PRECINCT DIVISIONS
Pontiac, MI	X	X		Two units; Surveillance works out of detective division (Investigative); Directed Patrol works out of patrol and watches high-crime areas (Tactical).	Directed Patrol activities based on CA information (crime trend report, monthly report, B&E trend report, crime trend maps, daily bulletin, suspect lists, directed patrol unit weekly summary and assignment sheet).	X		Weekly activity sheets.	Case screening and priorities assignment are based on hot leads and fresh evidence. Three times a week, crime recap meetings are held with Crime Analysis personnel, Directed Patrol personnel, detectives, and other Patrol personnel to review crime analysis information and exchange operational information. Crime analysis appears to have its greatest impact on the Directed Patrol activities.
Portsmouth, VA				N/A	CAU to be implemented in early 1978.	X		Planning and Research maintains crime statistics for the department and distributes crime trend summaries to all divisions.	With project emphasis on increased role of the Patrol officer in preliminary and followthrough investigations, the crime analysis unit, when formed, will supply both Patrol and Investigations personnel with information concerning crime patterns and trends throughout the city.
Quincy, MA				None, other than Vice & Narcotics, Organized Crime, and Juvenile Sections of BCI, plus BCI stakeholders.	N/A	X		Daily break list and crime-specific bulletins; very little use of CA info to date.	The Department operated a tactical unit until early 1975. ICAP plans call for reinstatement of the unit, and its assignment to the Criminal Investigation Division. There is no formal case screening process. Detectives are called in immediately on major cases; otherwise, they do followup work the next day.
Racine, WI				N/A	N/A			Pin Mapping.	Investigative units normally request manpower from Patrol. Information is exchanged informally through the reading of field reports. Investigators formerly performed limited crime analysis now handled by CAU.
Stockton, CA				N/A	N/A	X (1)		N/A	<sup>1</sup> Three distinct investigative operations, all of which report to Deputy Chief for Operations: Investigative Section, Juvenile Section, Vice Control Section.  The Investigative section is divided into Crimes Against Persons and Crimes Against Property. The Juvenile section used to be part of Investigations. The Vice Control section is divided into Vice Intelligence Unit, Metropolitan Narcotics Unit, and the Heroin Impact Team. Other than among the personnel of the Vice Control section, personnel coordination needs to be enhanced. The total number of personnel is adequate, but their effectiveness is reduced because of the sectional autonomy.

DEPARTMENT	TACTICAL UNITS			ROLE OF UNIT	CRIME ANALYSIS PRODUCTS USED	INVESTIGATIONS		CRIME ANALYSIS PRODUCTS USED	COMMENTS
	UNIT ASSIGNED TO					INVESTIGATORS ASSIGNED TO			
	PATROL	INVESTIGATIONS	OTHER			CENTRAL HQD-UNIT	PRECINCT DIVISIONS		
LARGE Austin, TX			X	No formal unit; special crimes team attached to organized crime/vice-narcotics unit.	Suspect/vehicle list; goes to CA regularly for special information. Take crime summaries to identify stakeout locations, etc.	X		Auto theft summary (weekly); suspect/vehicle report; daily crime summaries, discharge/parolee report (monthly). Control Records provides pawn shop property list.	Each detail in the Crimes Against Property unit has a case reviewer. If a high probability of solvability exists, the investigative followup is made. If a low solvability probability exists, a letter is sent referring to the assignment, action, crime analysis, and solicitation of additional information.
Ft. Worth, TX				N/A	N/A		X <sup>(1)</sup>	Various information from CA on occasion.	<sup>1</sup> Sectors. Handle property offenses.  Screening, which is done by detectives assigned to Report Review, is informally based upon suspect/witness/suspect vehicle information. Murders, rapes, and property crimes over \$700 require followup. Investigations is a strong division within the Department and a new training/investigator rank will help strengthen capabilities and extend career development for Patrol officers.
Jacksonville, FL	X			Street Crimes Unit, focuses primarily on decoy operations. Operations based on problems identified through CA; have worked on elderly crime problems.	Special crime surveys; crime-specific bulletins; additional information as requested by unit commander.	X		Suspect, known offender, MO files.	A Patrol officer performs the initial investigation, and his report is forwarded to Investigations. Followup is handled by Patrol on an individual initiative basis. Tactical unit activity is prompted by either the Patrol or Investigations command. At present, there is no case screening, which is planned for future implementation.
Kansas City, MO	X			Three IAC units (located in 3 of the 5 divisions), Support directed patrol in camera, hostage, and surveillance.	Some use of crime-specific memoranda.		X <sup>(1)</sup>	Minimal <sup>(3)</sup>	<sup>1</sup> Crimes Against Property has been decentralized.  <sup>2</sup> Patrol handles scene protection, initial report, witness names.  <sup>3</sup> Perpetrators Information Center.  <sup>4</sup> Within the Investigations Division, Perpetrators Information Center has been established which is working to develop career criminal information. Some data base modus operandi information is already available. The presently available crime analysis information (essentially frequency data) is not of value to the Investigators Division.

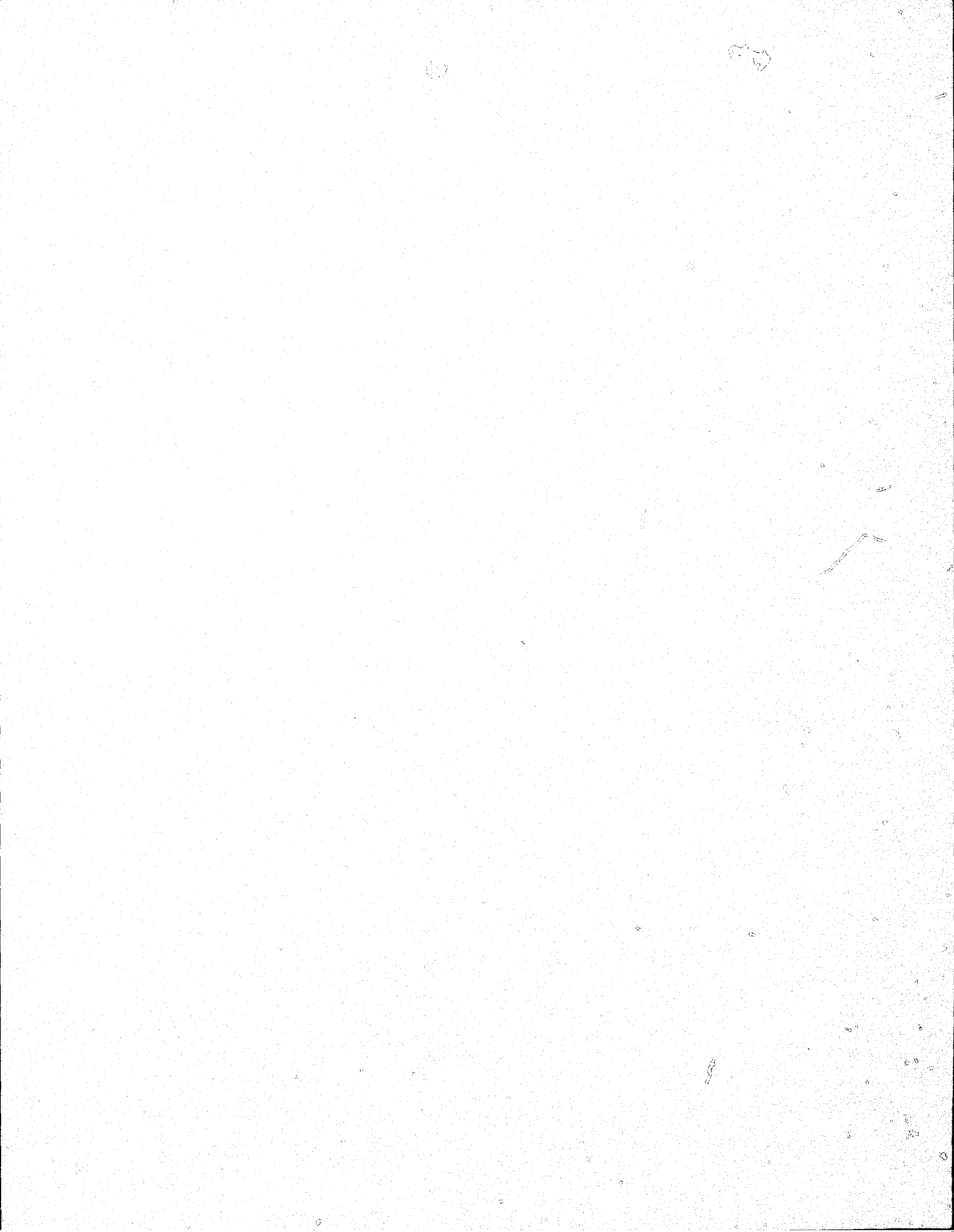
DEPARTMENT	TACTICAL UNITS			ROLE OF UNIT	CRIME ANALYSIS PRODUCTS USED	INVESTIGATIONS		CRIME ANALYSIS PRODUCTS USED	COMMENTS
	UNIT ASSIGNED TO					INVESTIGATORS ASSIGNED TO			
	PATROL	INVESTIGATIONS	OTHER			CENTRAL HQD-UNIT	PRECINCT DIVISIONS		
Kansas City, MO (Continued)									Followup investigation is performed by lab technicians, detectives, and the Patrol officer (with the approval of the Patrol supervisor). Detectives are called in on certain crimes against property (depending upon the dollar value). Case screening and priorities assigned are based upon patterns, modus operandi, and solvability factors.
Memphis, TN		X <sup>(1)</sup>		Throughout city on high-crime areas and crime patterns; primarily on own initiative.	Pin mapping; offense report summaries; vehicle hot sheets; periodic suspect and crime pattern reports.	X			<sup>1</sup> Special Operations Division.  Investigators handle basically all case followup. There is informal coordination between the CAU and Investigations dealing with particular cases and crime patterns; through the use of data gathered by both units, more complete reports are developed.
Minneapolis, MN			X <sup>(1)</sup>	Special Operations Division; focuses on special events and specific crime problems throughout city.	None	X		None	<sup>1</sup> Special Operations Division.  Each unit maintains its own records and files. Case screening and assignment of priorities are based upon the immediacy of the situation.
New Orleans, LA			X <sup>(1)</sup>	Two platoons (1 per watch) placed in high-crime areas as supplement to district units. Focus on burglary/robbery, and field interrogation reports.	TAC unit advised regularly concerning potential target areas; daily bulletin, crime-specific info relating to area targeted.	X <sup>(2)</sup>		CAU produces bulletins for investigations on a request basis only.	<sup>1</sup> Superintendent of Police.  <sup>2</sup> Each district has plainclothes personnel to followup crimes in area.  Crime analysis plays a major role in the deployment of tactical units through the regular coordination of crime analysis information with the tactical unit commander.
Norfolk, VA	X			TAC units assigned to each of the two precincts; focus on specific precinct problems; operate in either uniform or street clothes.	TAC unit notebook maintained and updated by CA notebook contains crime recaps, summaries and points out specific patterns and trends precinctwide.	X		Investigators receive crime pattern bulletins linking suspects and MOs to specific crime series.	The Department's tactical units are highly effective, operating on a day-to-day basis and using extensively information derived from crime analysis. The tactical units are assigned to each of the two precincts to augment Patrol in high-crime areas. The tactics used vary considerably, and each unit keeps abreast of problem areas through the use of crime summaries and bulletins prepared by crime analysis.

DEPARTMENT	TACTICAL UNITS			CRIME ANALYSIS PRODUCTS USED	INVESTIGATIONS		CRIME ANALYSIS PRODUCTS USED	COMMENTS	
	UNIT ASSIGNED TO				INVESTIGATORS ASSIGNED TO				
	PATROL	INVESTIGATIONS	OTHER		CENTRAL HQD. UNIT	PRECINCT DIVISIONS			
Portland, OR			X	Apprehend criminals in the act of committing an offense; place alarms in businesses for intercepting crimes in progress.	CAU just established; produces valuable information for TAC unit operations.	X		Specific information as developed by CAU to identify patterns and trends; MO, suspect, and suspect vehicle information.	Case screening starts with the Patrol officer who indicates whether there is sufficient information for followup; if necessary, followup is conducted by Patrol or detectives. The case then is reviewed by the watch commander and forwarded to the detectives where an investigator again screens the report and makes a recommendation.
San Diego, CA				No TAC unit; Series Resource Team focuses on tactical responses — deploying alarms, concealed cameras, discretionary resources.	DOCS, MECCA printouts.			MECCA printouts.	Case screening and management are areas identified by the Department for emphasis. Investigative responsibilities of Patrol officers vary by substation and depend on the time available (i.e., Central has the most CFS activity, so Patrol is less involved in case investigations).
San Francisco, CA	X			Crime Specific Task Force operates citywide; focuses on high-crime areas; generally targets robbery and other street crimes; tactics include stakeouts, decoys, surveillance, and other old clothes type operations.	Pin mapping; trend summary; crime-specific memoranda.	X		None	Patrol conducts cursory initial investigations and an investigation followup the next day if necessary. Patrol can call in the detectives immediately upon a determination of a serious or potentially serious situation. The head of the Investigations section screens cases and priorities, based upon the seriousness of the case, the availability of leads, and similar factors. The Investigative Services Bureau is divided into the Personal Crimes Division, Property Crimes Division, Youth Services Division, and Vice Crimes Division.
San Jose, CA			X	Robbery Prevention Program/MERGE units operate citywide and use a variety of procedures (e.g., secret witnesses, cameras).		X		On-line information. Suspect information and MO correlations provided as crime series developments.	Recently, the Department was reorganized to place the Patrol and Investigation functions under a single, unified command. The Special Operations Division augments the regular patrol force, patrols special events and unusual occurrences requiring additional personnel or special expertise, and handles special crime problems occurring in specific areas of the city.

TABLE 3-5

Project Status -- Records





DEPARTMENT	WORD PROCESSING			HAS A FIELD REPORTING MANUAL	FIELD REPORT SCREENING PERF. BY				OFFENSE REPORT			STORAGE & RETRIEVAL				USES MICROFILM/MICROFICHE	CRIMINAL WARRANT SERVICE PERFORMED BY	COMMENTS	
	AUTOMATED CALL-IN	TAPE/STENO	STENO.		FIELD SUPERVISOR	FIELD COMMANDER	RECORDS SECTION	SOLVABILITY FACTOR	FORCED CHOICE CRIME ANALYSIS INFORMATION	IN PROCESS OF BEING CHANGED	MANUAL	AUTOMATED	AUTOMATED						CRIMINAL HISTORY
													OFFENSE REPORT	ARREST REPORT	NAME FILE				
SMALL Arlington, Texas	X (1)	X (2)		X (4)	X (4)	X		X		X	X	X	X			X	Service Officer	<sup>1</sup> Detectives only. <sup>2</sup> Auto theft and missing persons reports called in directly to operator for CFS entry and broadcast to patrol. <sup>3</sup> Done by memo. <sup>4</sup> Informally.  Increased use of automation is planned. The unit is small but is staffed adequately. A CRT terminal for regional/State/National information is used in records.	
E. Providence, Rhode Island				X		X				X						X (1)	Detectives or Patrol	<sup>1</sup> Case and arrest records after 3 years.  The reporting officer types reports and the Department uses 15 types of field incident reports. The system is cumbersome, redundant, and time consuming, and it needs a more effective screening mechanism.	
Lawrence, Kansas				X	X	X				X							Sheriff	The use of microfilm or microfiche is under consideration. The unit plans to obtain a counter time-advance clock for sequentially numbering and chronologically filing dispatch cards. Copies of incident reports sent to Detectives, Crime Analysis, and the Kansas Bureau of Investigation. The warrant service procedures appear to be ineffective.	
Newburgh, New York				X	X	X				X (1)							Patrol	<sup>1</sup> TERMATREX system (machine-produced manually searched card sorting gives almost unlimited cross referencing).  A microfilm system with computer retrieval is under consideration. There is no systematic periodic review for followup service attempts or purging of warrants.	
Oxnard, California	X (1)				X (2)		X			X (3)						X (4)	Court Officer	<sup>1</sup> Detectives only. <sup>2</sup> Also case control sergeant. <sup>3</sup> Juvenile and adult records are not separated; cross-referenced by name, date, location. During early morning watch, no records staff is available to approve retrieval, and officers can search and remove files. Tighter security is needed. <sup>4</sup> After 2 years -- two copies: City Hall and Records Bureau.  The Department is working on a computerized regional name index for suspects/defendants/victims/witnesses. Basically the system is efficient and well managed.	

DEPARTMENT	WORD PROCESSING			HAS A FIELD REPORTING MANUAL	FIELD REPORT SCREENING PERF. BY				OFFENSE REPORT			STORAGE & RETRIEVAL				USES MICROFILM/MICROFICHE	CRIMINAL WARRANT SERVICE PERFORMED BY	COMMENTS
	AUTOMATED CALL IN	TAPE/STENO	STENO		FIELD SUPERVISOR	FIELD COMMANDER	RECORDS SECTION	SOLVABILITY FACTOR	FORCED CHOICE CRIME ANALYSIS INFORMATION	IN PROCESS OF BEING CHANGED	MANUAL	AUTOMATED	AUTOMATED					
													OFFENSE REPORT	ARREST REPORT	NAME FILE			
Plainfield, New Jersey		X (1)		X					X	X						Patrol	<sup>1</sup> Detectives only.  Detectives maintain report copies on operational cases. A microfilm budget has been requested. The entire reporting system is to be changed; overall, the system is adequate. There are problems with numerous unpurged files and an accumulation of stored property.	
Portland, Maine			X	X	X	X			X	X						Patrol	Report copies are sent to Patrol, Crime Analysis, Investigations, Traffic, Youth, etc. Report processing is slow. There is inadequate security and report screening.	
Pueblo, Colorado			X	X	X				X	X					X	Service Officer	The Department tried word processing, but did not like it. Computerization of reports is planned, but staff shortages are causing implementation difficulty. The detectives maintain case reports for one year. Case numbers are assigned only when a report is required — cannot account for non-dispatch-related time. The automated file rotational/storage system is poor and limits accessibility to one person at a time.	
Simi Valley, California			X		X (1)				X							Patrol	<sup>1</sup> Also Crime Analysis Unit.  The Department has a good, sound system that is adequate	
Springfield, Missouri		X							X						X <sup>(1)</sup>	Detectives	<sup>1</sup> Incident reports only.  There is an approximately 2-month time lag from report call-in to production of the microfiche. To retrieve a report being microfiched, the requester must know a number assigned by Communications. The stolen property file maintained by the Detectives is used by Crime Analysis. There is no report review, but there is some duplication of effort by the clerk who collects UCR data, a clerk who indexes report forms, and a CA intern (all note key information). The report form is inadequate.	
MEDIUM Atlantic City, New Jersey						X (1)			X							Detectives (2)	<sup>1</sup> Report Review Unit was recently created. <sup>2</sup> Informally.  The Department has no incident report. If appropriate, an "operations report" will be written. Each officer maintains a log which is filed by Patrol. The detectives complete an investigative report conveyed to CA, which is typed by the complaint clerk or detective. The Department is considering microfilm as partial solution to space problem.	

DEPARTMENT	WORD PROCESSING			HAS A FIELD REPORTING MANUAL	FIELD REPORT SCREENING PERFORMED BY			OFFENSE REPORT			STORAGE & RETRIEVAL					USES MICROFILM/MICROFICHE	CRIMINAL WARRANT SERVICE PERFORMED BY	COMMENTS	
	AUTOMATED CALL-IN	TAPE/STENO	STENO		FIELD SUPERVISOR	FIELD COMMANDER	RECORDS SECTION	SOLVABILITY FACTOR	FORCED CHOICE CRIME ANALYSIS INFORMATION	IN PROCESS OF BEING CHANGED	MANUAL	AUTOMATED	AUTOMATED						CRIMINAL HISTORY
													OFFENSE REPORT	ARREST REPORT	NAME FILE				
Colorado Springs, Colorado	X		X	X	X	X			X	X	X					X	Det/Patrol	An arrest report is to be developed. Word processing delays result in untimely receipt of field report by Crime Analysis. There are numerous field reports to be prepared by Patrol officers according to specific incidents—there are more than 100 forms available. Major problems are in the areas of information flow and proliferation of field reporting forms.	
Lexington, Kentucky				X				X	X	X	X	X	(1)			X	Informally (2)	<sup>1</sup> Microdiscs -- crossfiled by Class/Name/Street/Report/Place of Occurrence/Date. <sup>2</sup> Wants/Warrants on line. Many changes have been effected in recent months.	
New Haven, Conn.			X		X	(1)				X	X	X	X			X	(2)	Warrant Section Officer <sup>1</sup> Two officers on permanent assignment. <sup>2</sup> Prior 3 years -- goal is real-time microfilming (permitted by State Law as evidence in court).  There is no systematic process for followup of unserved warrants (two-officer section). The records and computer information processing systems are highly sophisticated, with unlimited capacity for expansion and production of required information.	
Pontiac, Michigan				X	(1)				X	X	(2)					X	Detectives	<sup>1</sup> Theoretically. <sup>2</sup> Computerization in process.  The Department interfaces with 42 other local law enforcement agencies in the Court and Law Enforcement Management Information System (CLEMIS), and it uses a standardized report form. Files are not duplicated, but other divisions develop files based on this initial incident report.	
Portsmouth, Virginia			X	X	X	X			X								Warrant Unit	The Department recently had TA on records; however, revenue has not been generated to implement the TA recommendations. The Records section manually prepares case jackets as offense reports are received. The files have not been purged, and this causes a major records storage problem.	
Quincy, Massachusetts				X	(1)			X	X								Patrol	<sup>1</sup> Also Lt. in BCI crime analysis monitors.  The Department recognizes the need for microfilm/fiche. Copies of Case and Arrest Reports maintained by CAU as well as BCI until cleared. The present system is antiquated inefficient, and insecure. There is no effective system for followup or purging of warrants.	
Racine, Wisconsin	X	X	(1)	(2)	X		X	(3)	X	X							Warrant Service Officer	<sup>1</sup> Detectives reports and supplementals. <sup>2</sup> After handwritten and checked for Part I, Part II, and miscellaneous. <sup>3</sup> Some forced-choice (e.g., weapon used).	

DEPARTMENT	WORD PROCESSING			HAS A FIELD REPORTING MANUAL	FIELD REPORT SCREENING PERF. BY			OFFENSE REPORT			STORAGE & RETRIEVAL				USES MICROFILM/MICROFICHE	CRIMINAL WARRANT SERVICE PERFORMED BY	COMMENTS	
	AUTOMATED CALL IN	TAPE/STENO	STENO		FIELD SUPERVISOR	FIELD COMMANDER	RECORDS SECTION	SOLVABILITY FACTOR	FORGED CHOICE CRIME ANALYSIS INFORMATION	IN PROCESS OF BEING CHANGED	MANUAL	AUTOMATED	AUTOMATED					
													OFFENSE REPORT	ARREST REPORT				NAME FILE
Stockton, California										X					X <sup>(1)</sup>	Service Officer Assigned to Records	<sup>1</sup> After 5 years. The Department intends to automate within the next 5 years. The records unit is located in the building's main lobby where it is accessible to the general public. Sworn supervision is needed to enhance records management and security.	
LARGE Austin, Texas				X		X <sup>(1)</sup>				X	X <sup>(2)</sup>				X <sup>(3)</sup>	Service Officer	<sup>1</sup> Senior clerk after typing. <sup>2</sup> Batch processed; only traffic and city warrants online. <sup>3</sup> Offense reports after 5 years. Copies of arrest records are sent to Investigations; offense records go to Investigations and Crime Analysis. The Department plans to go to online with most files, and to change the physical layout and remove security hazards caused by exterior access at all hours. The dispatch card constitutes most reports. The number and types of files are good, but it is not cost-effective to have 15 stenographers typing each report twice. There is potential for good records system.	
Ft. Worth, Texas	X				X	X <sup>(1)</sup>				X	X <sup>(2)</sup>				X <sup>(3)</sup>	Special Fugitive Division/Detectives	<sup>1</sup> Report Review Unit. <sup>2</sup> System goes online after January 1, 1978; handcopy will be made and filed at least initially; filing will be sequential rather than crime-specific. <sup>3</sup> Handcopy of current and previous year; records after 2 years. Crime Analysis maintains files on a monthly basis.	
Jacksonville, Florida				X		X <sup>(1)</sup>					X	X <sup>(2)</sup>	X	X <sup>(2)</sup>	X <sup>(3)</sup>	Civil Deputy Sheriff/Patrol	<sup>1</sup> Report Reviewer. <sup>2</sup> Input via CRT into UCR system and master name file by data input section; stored online for 30 days, then transferred to tape; all major offices have CRT for retrieval of offense and arrest records. <sup>3</sup> All arrest records as backups to originals, also offense report hardcopies of crime. Copies of offense reports are sent to detectives Public Information, Community Relations, Planning and Research (CAU), and the Property Unit. An automated microfiche retrieval system is planned.	
Kansas City, Missouri				X	X		X			X	X <sup>(1)</sup>				X <sup>(2)</sup>	District (Beat) Officer	<sup>1</sup> Incident Report abstracts; UCR arrest data; cross-referenced to victim's name, address, date (manual). <sup>2</sup> Incident Reports after 18 months; arrest reports. The Department recognizes the need to automate.	

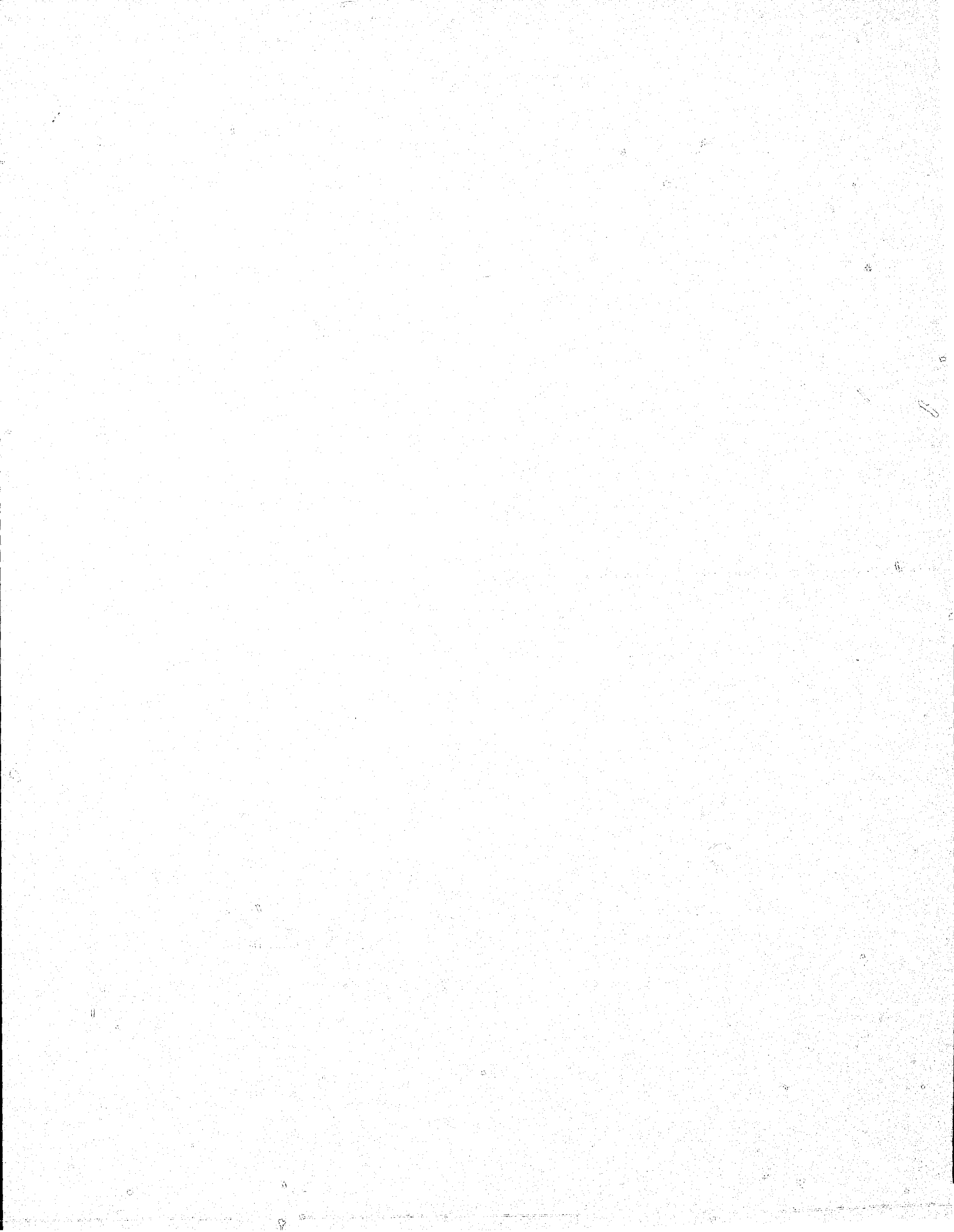
DEPARTMENT	WORD PROCESSING			FIELD REPORT SCREENING PERF. BY			OFFENSE REPORT				STORAGE & RETRIEVAL				USES MICROFILM/MICROFICHE	CRIMINAL WARRANT SERVICE PERFORMED BY	COMMENTS	
	AUTOMATED CALL-IN	TAPE/STENO	STENO	HAS A FIELD REPORTING MANUAL	FIELD SUPERVISOR	FIELD COMMANDER	RECORDS SECTION	SOLVABILITY FACTOR	FORCED CHOICE CRIME ANALYSIS INFORMATION	IN PROCESS OF BEING CHANGED	MANUAL	AUTOMATED	AUTOMATED					
													OFFENSE REPORT	ARREST REPORT				NAME FILE
Memphis, Tennessee	X (1)				X	X			X	X	X	X	X		X <sup>(3)</sup>	Detectives/ Warrant Service Squad	<sup>1</sup> After handwriting. <sup>2</sup> Printout distributed to Central Records, CIB, and CAU 2 days after offense reported. <sup>3</sup> In-process. OBI is being established, but the information is available only from a terminal in Central Records. A change in unit command is anticipated. A word processing system projected to better aid the CAU in gathering data for analysis, will be under civilian command. There is a need to develop better screening.	
Minneapolis, Minnesota	X				X					X	X (1)					Sheriff	<sup>1</sup> Crime book only.  The Bureau of Identification receives a duplicate copy of all reports, other divisions receive copies only if they pertain to their area of specialization. Records, which presently maintains only offense and supplementary reports (approximately 14 percent of which are lost) and Property and Evidence files, will be consolidated with the Bureau of Identification.	
New Orleans, Louisiana				X	X		X				X	X	X	X	X	X <sup>(1)</sup>	Patrol, Felony Action Squad, Tactical Units, etc. <sup>(2)</sup>	<sup>1</sup> All - as soon as entered in Access/Motion files. <sup>2</sup> State law permits arrest for probable cause without a warrant.  Reports are handwritten in field; a Teletype brief is transmitted throughout the Department (basic input to CAU), the reports are batched to records from the District Supervisor within 1 to 2 days, microfilmed, and sent to MOTION online indexing and entry. There are terminals in Investigations, Intelligence, the CAU, and DA's office. The CAU receives the Teletype only; the actual report copies go daily to Investigations and the DA's office. The Department has a highly sophisticated system, which permits most rapid and reliable Departmentwide incident reporting and analysis possible, short of direct online reporting at mobile or district terminals.
Norfolk, Virginia	X			X	X		X	X <sup>(1)</sup>		X	X	X	X	X	X	X	Detectives	<sup>1</sup> There is some forced-choice information (e.g., weapon used).  The Department has a highly efficient Records division, with considerable data processing support through automation of offense, victim, and suspect information. CADMAS system for communications, automated dispatch and TRACER (Total Recall Adult Criminal Element Records) will add considerably to the current crime analysis operations.

DEPARTMENT	WORD PROCESSING			HAS A FIELD REPORTING MANUAL	FIELD REPORT SCREENING PERF. BY			OFFENSE REPORT			STORAGE & RETRIEVAL					USES MICROFILM/MICROFICHE	CRIMINAL WARRANT SERVICE PERFORMED BY	COMMENTS	
	AUTOMATED CALL-IN	TAPE/STENO	STENO		FIELD SUPERVISOR	FIELD COMMANDER	RECORDS SECTION	SOLVABILITY FACTOR	FORCED CHOICE CRIME ANALYSIS INFORMATION	IN PROCESS OF BEING CHANGED	MANUAL	AUTOMATED	AUTOMATED						
													OFFENSE REPORT	ARREST REPORT	NAME FILE				CRIMINAL HISTORY
Portland, Oregon				X		X				X	X (1)	X	X	X	X	X	X (2)	Sheriff/ Detectives/ Patrol	<sup>1</sup> Online retrieval except for scheduled downtime to update files; statistical reports are batch retrieval. <sup>2</sup> Microfilming was considered to be unsatisfactory; none done since 1968.  There are CRT terminals in all precincts and most divisions. The Records Division is well managed and operates efficiently. Needed information is readily available for use.
San Diego, California				X				X	X	X	X (1)					X <sup>(2)</sup>	Sheriff	<sup>1</sup> Most reports are entered into Automated Regional Justice Information System (ARJIS), which is in developmental stages. <sup>2</sup> Arrest records after 5 years, crime reports after 3 years.  The Department plans to computerize its records, telephone in reports, computerize suspect and victim card files, and assign one number by dispatch. Personnel are now struggling with a high-volume workload.	
San Francisco, California				X		X		X <sup>(1)</sup>	X	X	X	X (2)					Detectives	<sup>1</sup> Some forced-choice. <sup>2</sup> Retrieval only in Districts, Investigations, Planning and Research, Crime Analysis; after 60 days, narrative purged from system - rely upon original in files for reference.  Central Records has been in existence only since 1972; thus the system is basically manual. Information support through the Department computer is laborious and untimely.	
San Jose, California		X		X				X	X	X	X	X (1)					Police Information Network (PIN) <sup>(2)</sup>	<sup>1</sup> Input online into countywide records indexing system (case tracking system). <sup>2</sup> Countywide warrant system.	

TABLE 3-6

Project Status -- Communications





3-54

DEPARTMENT	DEPARTMENT OPERATES OWN DISPATCH CENTER	CALLS FOR SERVICE				DISPATCHERS		HAS TELESERV CAPACITY	COMMENTS
		PRIORITIZED	BLOCKED	STACKED	AVG. DAILY NUMBER	SWORN	CIVILIAN		
SMALL									
Arlington, Texas	X	X			Unk.		X		Prioritizing of CFS is informal. Sworn officers assist during business hours in operating the PBX. Dispatch cards are made for all major CFS to which a unit must respond and for which an incident report must be prepared. The PBX operator can pass emergencies directly to the dispatcher; desk officer can answer the emergency number and communicate by radio. The dispatcher is overloaded. The ICAP project plans to go to call screening, stacking, Tele-Serv, and walk-ins. There is a security problem. The Department plans to install CAD on the City computer.
East Providence, R.I.	X	X			190		X		The prioritizing of CFS is defacto. The shift commander is present to assist dispatchers. The dispatcher answers incoming calls and decides whether to record and dispatch unit. There are no dispatch cards, voice tapes of incoming calls, prenumbered dispatch records, or case number forms. The system is cumbersome, inaccurate, and provides little audit trail.
Lawrence, Kansas	X	X	X		80		X		The Department operates the consolidated Douglas County Law Enforcement Communications Center. The dispatchers answer all calls and the County Sheriff's emergency phones. The system uses prenumbered cards. All bonafide CFS are answered by dispatch. A sworn officer from Central Records is available to assist the dispatcher, and the shift supervisor monitors the radio and can override a message.
Newburgh, New York	X	X	X		50	X			Calls For Service are received by the desk officer (dispatcher) who also books prisoners, acts as turnkey, monitors the building via closed circuit television, and is the public receptionist. The dispatcher makes dispatch-related decisions, but can be overridden by the sector sergeant. The dispatch cards are not prenumbered and incoming calls are not taped. The equipment is outdated, and there is no audit trail.
Oxnard, California	X	X	X		150		X		A prioritizing procedure is now being formalized; stacking is usually done toward the shift end. A sworn officer occasionally serves as call expeditor. The watch commander handles all man-with-a-gun, bank robbery, and officer-needs-assistance calls. Communications is administered by Support Services. The watch commander has functional supervision but is not located to observe activities.
Plainfield, New Jersey		X		X	110		X		Prioritizing and stacking are both done informally. The Department uses the open broadcast concept; all calls must be answered by a sworn officer. The dispatchers not accountable to the police. Once a car is dispatched, the shift commander directs operations via radio.
Portland, Maine		X	X	X	165		X		Prioritizing, blocking, and stacking are done on an ad hoc basis. All CFS must receive a response, which limits flexibility. The operator answers a call and prepares a dispatch card; the dispatcher makes the priority decision, subject to override by the officer dispatched or the field supervisor. A telephone-switching capability enables the dispatcher to talk to a caller for information amplification.
Pueblo, Colorado	X	X			1,000	X	X		Beat cars are dispatched based on availability. The Department also dispatches for all fire services. 911 is used for all CFS. Override is by communications supervisors, the captain in charge, major in charge, and Chief - Operations Bureau cannot officially override.
Simi Valley, California	X	X	X		88		X	X	The prioritizing of CFS is informal and at the dispatcher's discretion. CFG are received by the PBX operator during business hours and the dispatcher after hours. There is no supervisor on scene, but the shift commander is available. Nonessential calls are referred by the dispatcher to police aide for telephone report taking.
Springfield, Missouri	X				184	X			The Department has a task force working on criteria for prioritization. If a car is available, it is dispatched. If all cars are in service when an emergency call is received, a nearby car handling a non-essential call is called back. The basic system is inadequate for current traffic.

DEPARTMENT	DEPARTMENT OPERATES OWN DISPATCH CENTER	CALLS FOR SERVICE				DISPATCHERS		HAS TELESERV CAPACITY	COMMENTS
		PRIORITIZED	BLOCKED	STACKED	AVG. DAILY NUMBER	SWORN	CIVILIAN		
MEDIUM									
Atlantic City, N.J.	X				250		X		Prioritizing is planned by the Department, which used 911 CAD and responds to all CFS. The CAD assigns cars. Some special police (unpaid volunteers) handle certain types of assignments. In-car terminals are being implemented. The Department also handles look-ups for 39 county agencies.
Colorado Springs, Colo.	X	X		X	Unk.	X	X	X	Calls are received by the operator. If no officer is needed or report is required, the call is diverted to Tele-Serv. If an officer is needed, a run card is sent to the dispatcher. The communications function is adequate. The Department plans to have civilians man the Tele-Serv.
Lexington, Kentucky	X	X		X	250		X		Stacking of CFS is done only at shift changes. A new system being phased in to include a Tele-Serv Center and a Patrol Time Management System as part of communications. Call priorities will be noted on dispatch cards. Calls are prioritized 1 through 6, and only 1 and 2 require immediate response. There is no clear policy on delays permitted in processing nonpriority CFS.
New Haven, Connecticut	X	X			325	X			Civilian complaint clerks (telephone operators) record each call. If dispatch is required, a dispatch card is sent to the dispatcher, who determines the priority and timestamps the card.
Pontiac, Michigan	X	X		X	Unk.	X			The Department employs civilian phone answerers. The dispatcher categorizes CFG as primary or secondary, and the community services officer handles many secondary calls. There is prioritizing and stacking of secondary calls and, sometimes, nonemergency primary calls. The Department utilizes a manual tour card system and the field sergeant can override the dispatcher. This system is advanced beyond the present needs of the Department.
Portsmouth, Virginia					600		X	X	A Tele-Serv Center is planned and police aides will handle reports of larcenies, vandalism, harassing, and annoying phone calls, some missing persons, advice, citizen information, and other administrative calls that are presently handled by patrol units. Communications personnel are controlled by the Sheriff.
Quincy, Massachusetts	X	X		X	200	X		X	Prioritizing and stacking are defacto. Telephone report takers are both sworn and civilian. The desk sergeant is in charge (defacto) of the dispatch center. There are no prenumbered cards and a case number is entered only if a field report is required. All CFS normally are entered on a card and typed on a formal report.
Racine, Wisconsin	X	X			250	X			There are four prioritization categories. The community service officer is used for priority and a formal record for priorities 1 through 3. The dispatcher blocks cars and out of service by pushing color-coded, number-correlated buttons. The Department has civilian phone answerers.
Stockton, California	X	X		X	380	X	X		Stacking only occurs at shift changes. An officer is dispatched for all calls necessitating a report or police action, based upon three prioritization categories. Calls are prioritized by the person receiving the call and the dispatcher can request changes in priority. There are no in-car terminals. The operation is managed efficiently and staffed adequately. CAD is planned in 12 to 18 months.

DEPARTMENT	DEPARTMENT OPERATES OWN DISPATCH CENTER	CALLS FOR SERVICE				DISPATCHERS		HAS TELESERV CAPACITY	COMMENTS
		PRIORITIZED	BLOCKED	STACKED	AVG. DAILY NUMBER	SWORN	CIVILIAN		
LARGE									
Austin, Texas	X				400		X		The most serious calls are dispatched first when units are busy. No reports are taken by phone. Dispatchers monitor the frequencies of contiguous zones. Each patrol unit has a two-channel walkie-talkie.
Fort Worth, Texas	X	X		X	1450		X	X	Sworn officers are available to assist in the communications function. CFS presently are categorized as priority or nonpriority. The CAD system is being upgraded, and will automatically prioritize calls. The Department has a good system and the CAD provides excellent management information concerning each car.
Jacksonville, Florida	X	X	X	X	2073		X	X	The Tele-Serv operators are sworn personnel. The Department uses CAD. Prioritization is written or issued by Command Officers with input from the watch commanders and Patrol. Street supervisors and watch commanders can override the assigned prioritization. The Department uses a take-car-home plan.
Kansas City, Missouri	X	X			1000		X	X	The communications function has a sworn supervisor. Only East Patrol Division prioritizes CFS, but the Department plans to go citywide with prioritization. There is no CAD or 911, and cars are dispatched by the zone dispatcher. For the EPD, nonpriority calls are either delayed or the caller asked to call the EPD directly. The EPD can take a report by phone or ask the caller to come to the station. There is a high personnel turnover rate among communications personnel.
Memphis, Tennessee	X			X	1235	X		X	CFS are taken in turn with priority given to an emergency. Stacking is done out of necessity to meet demand. The Department has civilian operators. The dispatcher prioritizes CFS, but the field supervisor can override his prioritization. The Tele-Serv unit operates from dispatch and a civilian operator refers call to the proper precinct where a report is prepared. The Department plans to go fully civilian in the communications function.
Minneapolis, Minnesota	X	X		X	625	X			The Department has civilian operators. The dispatcher prioritizes in three categories, and all calls are answered by unit. All calls going through the radio operator receive a case control number. No one can override the dispatcher in assigning priorities. CAD is anticipated to be operational by 1979.
New Orleans, Louisiana	X	X		X	2000	X			Civilian operators assign the initial priority codes and select the patrol district and car. The district dispatcher verifies the information on the card and sends it to the appropriate dispatcher and uses teletype to determine cars in service, and similar information. The operators also have direct phone lines to the fire department, public services, and NCIC terminals. The system is being upgraded. The communications function will relocate to new quarters, and convert to CAD with on-line call entry, car selection, and automatic vehicle monitoring. The cars will have mobile digital terminals.
Norfolk, Virginia	X	X		X	1200	X	X		Communications has a sworn supervisor and the work processing center is located in Communications. The dispatchers use multicolored run cards to categorize CFS for dispatching. Implementation of a CAD system planned for 1978. Comprehensive computer printouts provide a summary of dispatch operations.
Portland, Oregon		X		X	1600		X	X	Communications has sworn supervisors and shares a very sophisticated CAD. CFS are received by operators who program the information and transfer it if a unit is required. If a unit is not required, the operator takes a report by phone. Priority of the person taking calls can be overridden by the supervisor. There will be 24 in-car terminals (16 to the police and 8 to the sheriff) installed in 1978 for a 1-year trial period. Six months of CAD software data are available to the police department for management information purposes. The countywide CAD system has sophisticated equipment, the staff is well trained and supervised, and the facility is excellent.

DEPARTMENT	DEPARTMENT OPERATES OWN DISPATCH CENTER	CALLS FOR SERVICE				DISPATCHERS		HAS TELESERV CAPACITY	COMMENTS
		PRIORITIZED	BLOCKED	STACKED	AVG. DAILY NUMBER	SWORN	CIVILIAN		
LARGE (Continued)									
San Diego, California	X	X		X	1100		X	X	The CAD system serves both the police and fire departments. Communications has sworn supervisors, and calls are prioritized 1 through 5. Only priority 1 calls are dispatched immediately. Telephone reports are taken for petty theft and malicious mischief without suspects. The Department plans to implement a 911 system. There is much cross-beat dispatching. Computer downtime poses a problem. The Department plans to use CETA employees in communications. Many field interrogation cards are generated but few are used.
San Francisco, California	X	X		X	Unk.	X	X		Stacking is done only when the dispatch function is overloaded. The operator routes CFS to the appropriate precinct dispatcher, who prioritizes them. The Department anticipates development of a CAD system, but the communications function is hindered by a lack of personnel.
San Jose, California		X		X	Unk.		X		The communications function is part of a countywide Computer Aided Public Safety System (CAPS). The operator prioritizes CFS into five categories and the call is routed to the dispatcher. CAPS recommends the unit to be dispatched, and the system provides status monitoring of field activities and responses.

TABLE 3-7

Project Status -- Data Processing



DEPARTMENT	SYSTEM				CURRENT FILES	COMMENTS
	OWNED	SHARED	ON-LINE	BATCH		
SMALL						
Arlington, TX	X	X	X	X	Offense, subject, and fingerprint (UCR) files on-line (Dept-owned) Dispatch and operations analysis data batch processed (City-owned)	<ul style="list-style-type: none"> <li>• The Department plans to develop field interrogation report, property, selected major offense, sex offender, and career criminal files on a little-used mini-computer that was moved to Crime Analysis from records.</li> <li>• The mini-computer was initially intended for quick indexing in the microfilm, but has been modified several times to add on administrative functions.</li> <li>• The upcoming ICAP grant (1978) will provide a systems analyst who will work with the Crime Analysis/Records computer to improve utility for analysis.</li> <li>• The current system includes a mini-computer with mixed vendor components and 200 custom programs.</li> </ul>
East Providence, R.I.					No access to ADP	<ul style="list-style-type: none"> <li>• There are no firm plans to date to automate any Department functions, although a Technical Assistance study completed in early 1977 analyzed the feasibility of CAD.</li> </ul>
Lawrence, KS		X		X	Property, detention, officer activity, and UCR (containing dispatch card and offense reports); shared system with county and School Board.	<ul style="list-style-type: none"> <li>• The Department projects DIME file implementation within 1 year.</li> <li>• The current data processing system cannot provide routine support for Crime Analysis.</li> </ul>
Newburgh, N.Y.					No access to ADP	<ul style="list-style-type: none"> <li>• The Department has no data processing capability.</li> </ul>
Oxnard, CA		X		X	UCR (offense, arrestee); MIS (dispatch/activity)	<ul style="list-style-type: none"> <li>• The Department plans to develop further data processing support for crime analysis, including regional name index, and modus operandi.</li> <li>• A case control system for investigations is being developed.</li> <li>• The Department is involved in a regional (Ventura County) criminal justice information system.</li> </ul>
Plainfield, N.J.	X	X	X		Incidents, warrants, property, UCR, name, bicycle	<ul style="list-style-type: none"> <li>• The Department-owned computer is shared with the City.</li> <li>• Incident information (including transaction times) has good potential for use in allocation studies, but the accuracy of dispatch data may be weak since the dispatch function is operated by a nonpolice agency.</li> <li>• The system currently maintains a good warrant file.</li> <li>• The system is capable of providing more extensive support.</li> </ul>
Portland, ME		X		X	Dispatch analysis; traffic accident (monthly)	<ul style="list-style-type: none"> <li>• The Department plans to go to on-line crime information to supply a daily crime recap.</li> </ul>



DEPARTMENT	SYSTEM				CURRENT FILES	COMMENTS
	OWNED	SHARED	ON-LINE	BATCH		
SMALL (Continued)						
Pueblo, Co.	X	X	X		Local wants/warrants (mostly traffic); partial master name index	<ul style="list-style-type: none"> <li>• The Department plans to implement incident and crime files, and perform Uniform Crime Reporting analysis on the computer.</li> <li>• The computer has CAD capability, with geocoding.</li> <li>• The system is underutilized because of the extremely limited staff resources.</li> <li>• The system will be shared with the regional library system and the prosecutor. The capacity is so great compared to the Department's needs that there should be no problem with time-sharing, once the system becomes totally operational.</li> </ul>
Simi Valley	X			X	Dispatch/activity; traffic	<ul style="list-style-type: none"> <li>• The Department operates a programmable calculator, with storage of police activity and traffic data in floppy discs.</li> <li>• The system accounts for all officer activity taken from dispatch cards and daily reports, and it provides a high degree of accuracy in workload studies.</li> <li>• The Department plans to develop modus operandi, suspect descriptors, stolen property, UCR data, and suspect vehicles files.</li> </ul>
Springfield, MO		X		X	CFS; offenses	<ul style="list-style-type: none"> <li>• The Department, which plans to install a microprocessor to support crime analysis, will develop career criminal, suspect, and other appropriate files for crime analysis.</li> </ul>
MEDIUM						
Atlantic City, N.J.						<ul style="list-style-type: none"> <li>• The Department is currently installing CAD, and anticipates workload outputs.</li> <li>• The Department plans to computerize wants and warrants, but no equipment specifications or systems plans have been developed.</li> </ul>
Colorado Springs, CO		X		X	UCR (offense information)	<ul style="list-style-type: none"> <li>• The Department plans to develop data processing support of crime analysis for processing offense information that is not presently coded.</li> </ul>
Lexington, Ky		X	X	X	Wants/warrants; vehicle registration (Fayette County); criminal histories; UCR (offense information)	<ul style="list-style-type: none"> <li>• The Department plans to develop files for selective enforcement and patrol management (undefined).</li> <li>• The data processing support initially evolved without a comprehensive requirements analysis, which has resulted in problems. A police data processing committee has been assigned to deal with this problem.</li> </ul>
New Haven, CN		X	X		Incident; arrest; warrants	<ul style="list-style-type: none"> <li>• The Department has available a large system, with approximately 60 percent of its capacity dedicated to police functions.</li> <li>• The system output is used extensively in patrol planning.</li> <li>• The system is capable of providing more extensive support.</li> </ul>

DEPARTMENT	SYSTEM				CURRENT FILES	COMMENTS
	OWNED	SHARED	ON-LINE	BATCH		
MEDIUM (Continued)						
Pontiac, MN		X	X	X	Name; events	<ul style="list-style-type: none"> <li>• The Department is in the process of computerizing more records (undefined in assessment information).</li> <li>• The Department is involved in a regional system (CLEMIS) shared by 42 law enforcement agencies.</li> <li>• The Department plans to install an on-line editing capability and activity information for investigative personnel.</li> </ul>
Portsmouth, Va		X	X		Offense file; victim file; suspect information	<ul style="list-style-type: none"> <li>• Hardware problems exist between the Department's terminal and the City's data processing center.</li> <li>• Departmental plans include additional information (such as typed property taken, point of entry, and instrument of attack).</li> </ul>
Quincy, MA						<ul style="list-style-type: none"> <li>• The Department is conducting preliminary inquiry into the development of computer support for crime analysis.</li> </ul>
Racine, Wis		X			UCR; workload; summons/warrants; Operation Identification	<ul style="list-style-type: none"> <li>• The Department plans to develop modus operandi, suspect, traffic, and incident information on computer files.</li> <li>• The Department experiences time-sharing priority problems with the City.</li> </ul>
Stockton, CA		X		X	UCR; dispatch; traffic	<ul style="list-style-type: none"> <li>• The Department currently shares time with the City and the University of the Pacific, but uses the time for management information only.</li> <li>• The City plans to upgrade and enlarge the computer capability during 1978.</li> <li>• The Department plans to install master name index and crime analysis files.</li> </ul>
LARGE						
Austin, TX	X	X	X	X	Wants/warrants (on-line); offenses; arrest; collision; traffic violations; dispatch; field interrogation reports; bicycle registration; employee activity; personnel	<ul style="list-style-type: none"> <li>• The Department uses a leased mini-computer for Batch-processing police management information, and it shares time with the City Municipal Court for on-line wants and warrants.</li> <li>• The Department desires to place all current files on-line, which would take some major system changes.</li> <li>• The present hardware capacity and processing time is insufficient, resulting in additional lease costs and personnel overtime.</li> <li>• A separate microprocessor is being purchased for crime analysis because of the existing system overload.</li> <li>• The Department's data processing unit has designed over 400 custom programs.</li> </ul>

DEPARTMENT	SYSTEM				CURRENT FILES	COMMENTS
	OWNED	SHARED	ON-LINE	BATCH		
LARGE (Continued)						
Ft. Worth, TX		X	X	X	Incident; dispatch	<ul style="list-style-type: none"> <li>• The Department operates a large CAD system, which produces excellent workload data.</li> <li>• The Department currently receives batch data processing from the City on incident data.</li> <li>• The Department relies upon CAD printouts for monthly time utilization management reports.</li> <li>• The Department plans to install a mini-computer to begin processing its own data for crime analysis and other studies.</li> <li>• CRT terminals for State and NCIC information are located in Records (with separate radio base station) and in district (TEAM) offices for motor vehicle and crime information checks. The location of terminals in district stations will facilitate district-level crime analysis and information support by district crime analysis liaison officers.</li> </ul>
Jacksonville, FL		X	X	X	Master Name Index; dispatch; accident; street locator; firearms registration; workload analysis	<ul style="list-style-type: none"> <li>• The Department shares the system with other agencies in a consolidated City/County form of government.</li> <li>• The Department plans to install a case disposition system, investigative personnel workload analysis, modus operandi, and 16-hour signal and disposition history files.</li> <li>• The system supports CAD.</li> </ul>
Kansas City, MO	X	X	X	X	Incident; arrest; dispatch	<ul style="list-style-type: none"> <li>• The Department shares a regional system with 52 other agencies.</li> <li>• There is a lack of capacity to improve turnaround time for field (mobile digital-233) inquiries.</li> <li>• There is very little data processing capability available for crime analysis.</li> <li>• Microprocessing support of crime analysis would provide a major improvement.</li> </ul>
Memphis, TN		X	X	X	Offense; arrest; vehicle; and permit	<ul style="list-style-type: none"> <li>• The Department participates in a regional criminal justice information system and gets most of its data processing support from this system and the City. The Department is the largest single user of the regional system.</li> <li>• The Department plans to install a mini-computer to support the crime analysis functions, and plans to install suspect, suspect vehicle, nickname, and alias files.</li> <li>• Delays are experienced in obtaining offense printouts because the reporting area is not included in the offense report.</li> <li>• Delays are experienced in the complete operationalization of the regional system; an increase in NCIC delays is expected and the Department's current direct NCIC is routed through the regional system.</li> <li>• Preliminary studies are being performed for a CAD and word processing system, which will be supported by the mini-computer.</li> </ul>

DEPARTMENT	SYSTEM				CURRENT FILES	COMMENTS
	OWNED	SHARED	ON-LINE	BATCH		
LARGE (Continued)						
Minneapolis, MN		X		X	UCR (offense); dispatch	<ul style="list-style-type: none"> <li>Many data processing activities have been conducted but primarily for special studies (e.g., computer graphics of crime).</li> <li>The Department utilized computerized allocation and beat structuring programs under a previous PEP grant.</li> <li>Further development and use of City data processing support for crime analysis is anticipated in ICAP.</li> </ul>
New Orleans, LA		X	X		Offense; wants/warrants; vehicle registration; arrest; probation/parole status; criminal characteristics; dispatch	<ul style="list-style-type: none"> <li>The Department participates in a regional criminal justice information system (MOTION) that includes all criminal justice agencies.</li> <li>The Department operates a sophisticated automated records system that uses ACCESS programs.</li> <li>A CAD, and automatic vehicle monitoring system is being installed.</li> <li>Crime analysis could increase analysis services with some additional hardware support (microprocessor or mini-computer) with access to the mainframe.</li> </ul>
Norfolk, Va		X	X	X	FAST (fingerprint); TENPIN (alias, article, found vehicle, surveillance, probation/parole, warrants); TRACER (docket file, jail population file, name index, numeric index, master person file); resource allocation file	<ul style="list-style-type: none"> <li>The Department operates an extremely comprehensive file system with good information for crime analysis and resource allocation.</li> <li>Cross-indexing of various files is limited. Consequently, on-line retrieval of information other than basic informational elements from files is restricted, due to amount of time required for searches.</li> <li>Extensive file searches are done on a request basis.</li> </ul>
Portland, OR	X	X	X	X	UCR; property; stolen auto; persons; dispatch	<ul style="list-style-type: none"> <li>The Department currently possesses limited data processing capabilities and obtains other services from the County.</li> <li>The Department plans to develop a tactical file, management information system, and a patrol deployment analysis/information file.</li> <li>CRT terminals are located in most divisions and all precincts for access to State and NCIC files and local crime/persons files.</li> <li>A comprehensive study is being conducted to revamp the CRISS (persons, crimes-local) file.</li> <li>The data processing support obtained from the county is not sufficient for the Department's needs.</li> </ul>
San Diego, CA		X	X	X	Dispatch; offense; offender; crime	<ul style="list-style-type: none"> <li>Dispatch data are processed by the City's data processing center, which supports the CAD system.</li> <li>A regional criminal justice information system is being developed, in which offense and person information will be entered.</li> <li>The Department leases data files and programming services for DOCS and MECCA files.</li> <li>The Department is experiencing delays as long as 13 minutes on DOCS/MECCA queries.</li> <li>The data processing support from the City is marginally adequate and the Department is attempting to purchase its own system.</li> </ul>

DEPARTMENT	SYSTEM				CURRENT FILES	COMMENTS
	OWNED	SHARED	ON-LINE	BATCH		
LARGE (Continued)						
San Francisco, CA		X	X		Offense; UCR	<ul style="list-style-type: none"> <li>• The Department plans to install a CAD.</li> <li>• Data processing produces a number of statistical reports (CABLE), which are distributed periodically to various division heads. Also, Crime Analysis produces additional statistical reports and crime statistics updates based on CABLE information.</li> </ul>
San Jose, CA		X	X	X	Dispatch; activity, offense; offender; incident	<ul style="list-style-type: none"> <li>• The Department possesses the largest number of computerized systems of all ICAP cities, including records indexing (RIS), working information (WIS), computer-aided dispatch (CAD), district profile (DPS), beat profile (BPS), and crime analysis (CAPER).</li> <li>• The Department plans to update crime analysis files for quick retrieval capability.</li> </ul>

TABLE 3-8

Project Status -- Training



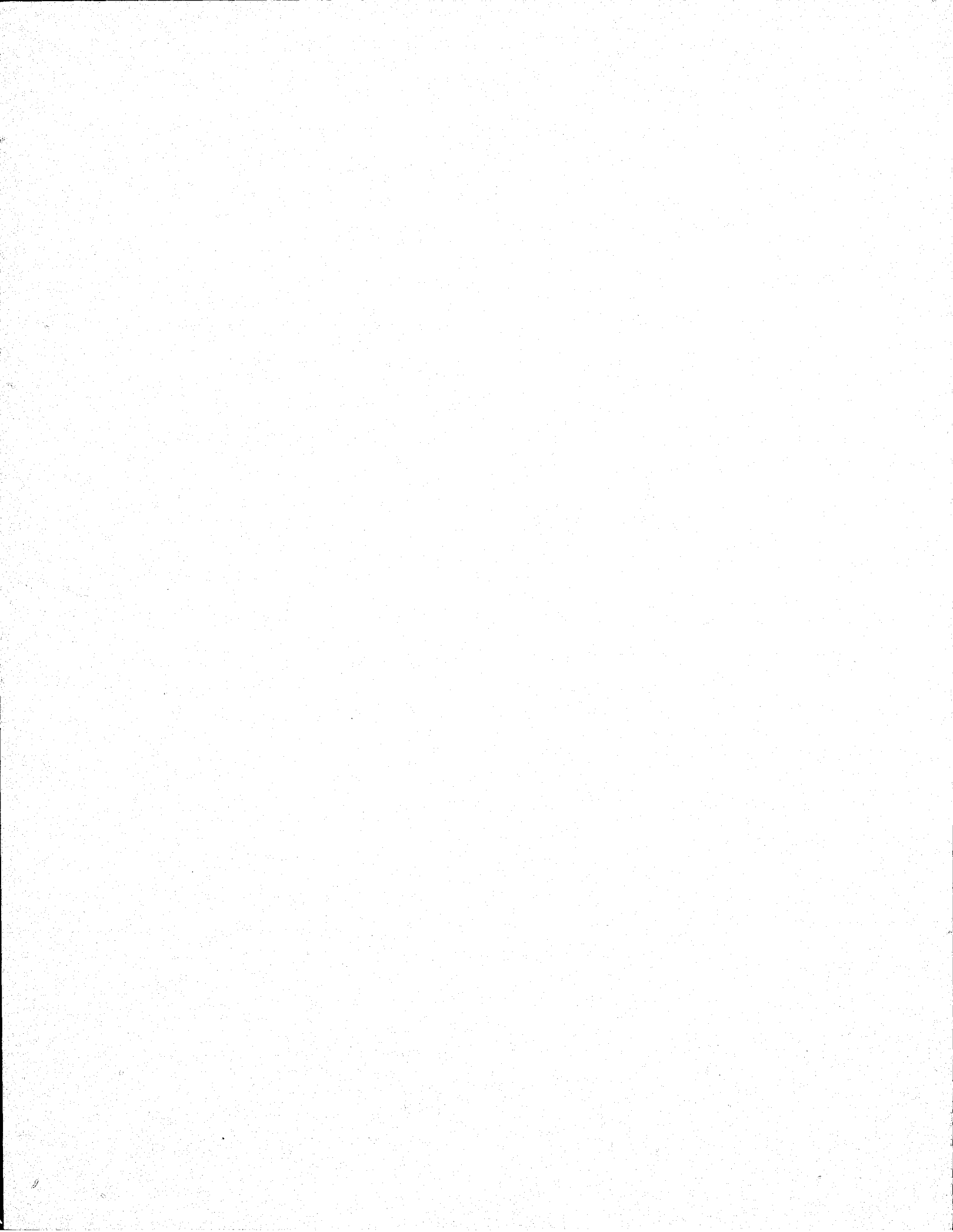
DEPARTMENT	ICAP RELATED TRAINING											IN SERVICE TRAINING		COMMENTS	
	CONDUCTED/PLANNED IN SUPPORT OF										CONDUCTED BY		PERIODICALLY		ICAP RELATED
	MANAGING PATROL OPERATIONS	MANAGING CRIMINAL INVESTIGATIONS	CAREER CRIMINAL	CRIME ANALYSIS	CRIME PREVENTION	COMMAND ORIENTATION	SUPERVISORY ORIENTATION	FIELD ORIENTATION	ICAP PERSONNEL	DEPARTMENT TRAINING DIVISION	OUTSIDE SOURCES	ROLL CALL			
Arlington, Texas	X	X	X	X			X		X	X			X	X	Training is an important component in the Department's PEP/ICAP project. The training focuses on crime prevention (32 hours), preliminary investigations (14 hours), crime scene search (10 hours), crime analysis (6 hours), case preparation (5 hours), and middle-management-directed patrol (4 hours). Some Technical Assistance was provided in curriculum development and training. Additional training is under consideration with the need perceived to address patrol strategies for the entire Patrol division.
E. Providence, R.I.	X				X		X						X		Officers receive approximately 2 hours of in-service training annually. ICAP training of approximately 17 hours per man will focus on crime prevention techniques (security surveys) and directed patrol strategies.
Lawrence, Ks.									X	X			X		Officers receive 48 hours per man of in-service training annually in such topics as crime scene search, victim counseling, firearms, and report writing. A minimum of 40 additional hours of ICAP training is planned with the focus to be determined.
Newburgh, N.Y.	X	X			X		X		X				X		The Department has a comprehensive and diverse training program. A significant amount has been associated with the Full-Service Policing program (State block funding), which covers a broad range of subjects. A special ICAP training curriculum has not been developed. The District Attorney provides 4 hours to each recruit class.
Oxnard, Ca.													X		Planning of ICAP training has been initiated. The primary focus is expected to be on team-building. The prosecutor is active in legal training for both Patrol and investigations.
Plainfield, N.J.				X				X	X		X		X		The Department operates daily rollcall training, using a number of visual aids (films, spot maps). A crime prevention training program is in progress.
Portland, ME.	X		X	X	X	X	X	X	X		X		X		The Department has no mandatory in-service training. ICAP training is viewed as the key to further implementation. Some limited Technical Assistance has been provided in curriculum development. ICAP training is to be conducted on 3 levels: Command, supervisory, and Patrol. Each level will receive a maximum of 40 hours. The captains, lieutenants, and sergeants will do curriculum development for the Patrol training, which will be focused on ICAP concepts, patrol strategies, and organizational development.
Pueblo, Co.	X				X		X		X						Training under PEP consisted of 76 hours concentrated on patrol procedures and crime prevention for all uniformed Patrol officers. ICAP plans include 24 hours of training, with one curriculum to be determined. One possible area for training is crisis intervention/conflict management. Assistant District Attorneys are routinely used as trainers in appropriate subjects.



DEPARTMENT	ICAP RELATED TRAINING										IN SERVICE TRAINING		COMMENTS		
	CONDUCTED/PLANNED IN SUPPORT OF								CONDUCTED BY		PERIODICALLY	ICAP RELATED			
	MANAGING PATROL OPERATIONS	MANAGING CRIMINAL INVESTIGATIONS	CAREER CRIMINAL	CRIME ANALYSIS	CRIME PREVENTION	COMMAND ORIENTATION	SUPERVISORY ORIENTATION	FIELD ORIENTATION	ICAP PERSONNEL	DEPARTMENT TRAINING DIVISION				OUTSIDE SOURCES	ROLL CALL
Simi Valley, Ca.		X			X				X						All sworn personnel of the rank of sergeant and below received 16 hours of training in June 1977 that focused on crime analysis, crime prevention, and preliminary investigations. An additional 24 hours per man is planned for April 1978, with content as yet undetermined. The Department has an excellent training capability.
Springfield, Mo.		X			X			X					X		The Department has emphasized training, and 100 officers have received 40 hours to date with the primary focus on the career criminal. More training is planned, focusing on preliminary investigations. Two officers are being sent to the NCPL. Nearly 20 percent of the Department have been sent to visit other ICAP cities or to attend selected conferences and seminars. The Department's training task force has participated in a locally sponsored television college program "Criminal Justice Today." Training is used effectively to provide motivation within the Department.
Atlantic City, N.J.	X	X					X			X				X	A major effort is planned to make training more meaningful at the street level. The training effort may be coordinated with the development of a new policies and procedures manual and new reporting forms. Special investigative training is crucial to the successful implementation of a new Investigative Patrol unit (approximately 80 hours).
Colorado Springs, Co.	X	X	X				X	X					X		The Department has an excellent in-service training program, managed by the Department Chief for Community Services. The recruit academy runs 12 weeks. The ICAP training curriculum is yet to be developed, but with the major focus on increased responsibility for patrol officers, an emphasis on training is anticipated. The District Attorney is expected to play an important role in this training.
Lexington, Ky.		X			X	X	X	X					X		A fine training program has been enhanced by the man-time made available through the 4-10 plan. Each officer in the State received 40 hours of crime prevention training during 1977. Criminal investigations training was completed in December. Additional training is planned to introduce new reporting forms. The consolidation of the Traffic Division with Patrol has created a need for special training in accident reporting. The prosecutor is active in training.
New Haven, CT.		X						X	X	X			X		The Department's ICAP training will be primarily devoted to enhancing the investigative skills of Patrol officers. It will include crime scene procedures, evidence collection and preservation, interview techniques, and similar topics. Approximately 40 hours of training per man is anticipated, and it will be targeted towards field officers and supervisors.
Pontiac, MI.					X		X	X					X		The Department has a regular 40-hour course for Patrol officers, with 16 hours focused on crime prevention. No additional training is planned under ICAP.
Portsmouth, VA.	X	X			X		X	X					X		Special training in criminal investigations has been provided, and future training effort associated with ICAP is being developed.

DEPARTMENT	ICAP RELATED TRAINING											IN SERVICE TRAINING			COMMENTS
	CONDUCTED/PLANNED IN SUPPORT OF								CONDUCTED BY			ROLL CALL	PERIODICALLY	ICAP RELATED	
	MANAGING PATROL OPERATIONS	MANAGING CRIMINAL INVESTIGATIONS	CAREER CRIMINAL	CRIME ANALYSIS	CRIME PREVENTION	COMMAND ORIENTATION	SUPERVISORY ORIENTATION	FIELD ORIENTATION	ICA PERSONNEL DEPARTMENT TRAINING DIVISION	OUTSIDE SOURCES					
Quincy, MA.													X		The amount of annual training varies with the budget. On the average, officers received approximately 24 hours of training in 1977. The scope and extent of ICAP training has not yet been determined.
Racine, WI.					X			X		X			X		The Department provides training for most of southeastern Wisconsin and has a fine training capability. A 20-hour special ICAP training course is being developed that will concentrate on crime prevention and human relations.
Stockton, CA.	X	X		X				X		X			X		It is anticipated that each Patrol officer and sergeant will receive 32 hours of ICAP training. Crime analysis, managing criminal investigations, and tactical operations will be addressed together with other subjects to be determined.
Austin, TX.	X	X			X			X		X			X		ICAP training will be designed on the basis of a diagnostic assessment of present capacities of patrol officers. Officers recently received 40 hours in conducting security inspections. Two probable areas for ICAP training include directed patrol and preliminary investigations. General ICAP orientation is also planned.
Ft. Worth, TX.	X	X	X			X	X	X		X			X		Training will be an important part of ICAP implementation, focusing on preliminary investigations, career criminals, and crime prevention. The 62 hours of training now devoted to patrol techniques are being modified for ICAP. The District Attorney is directly involved in training in constitutional law and police liabilities.
Jacksonville, Fla.										X			X		ICAP training schedules and courses are being developed, and training is expected to be an integral part of ICAP implementation.
Kansas City, MO.	X	X	X										X		Training has not been directly involved in ICAP implementation. Approximately 40 hours of in-service training is provided to officers annually, with optional courses also available. Plans are being developed for ICAP training that will concentrate on new patrol strategies and career criminals and preliminary investigations. Training in crime analysis also is anticipated.
Memphis, Tenn.		X			X					X				X	Nearly 75 percent of Patrol has attended 16 hours of special ICAP crime prevention training. Additional ICAP training now planned includes 16 hours on preliminary investigations for Patrol officers and 8 hours on report writing (in conjunction with new reporting forms).
Minneapolis, MN.													X	X	The Department conducts approximately 32 hours of in-service training per officer. Specialized supervisory and command training is also provided. No ICAP training curriculum has been developed to date.
New Orleans, LA.				X				X	X					X	Under ICAP, the crime analysis unit will establish and coordinate Patrol training in the analysis of crime and the use of crime analysis products. The importance of good report writing will also be emphasized. Preliminary investigations techniques will be covered under ICAP training.

DEPARTMENT	ICAP RELATED TRAINING										IN SERVICE TRAINING			COMMENTS	
	CONDUCTED/PLANNED IN SUPPORT OF								CONDUCTED BY		ROLL CALL	PERIODICALLY	ICAP RELATED		
	MANAGING PATROL OPERATIONS	MANAGING CRIMINAL INVESTIGATIONS	CAREER CRIMINAL	CRIME ANALYSIS	CRIME PREVENTION	COMMAND ORIENTATION	SUPERVISORY ORIENTATION	FIELD ORIENTATION	ICAP PERSONNEL	DEPARTMENT TRAINING DIVISION					OUTSIDE SOURCES
Norfolk, VA.	X	X		X	X	X	X	X		X				X	An exemplary training effort has been undertaken in support of ICAP and has focused on ICAP orientation, managing patrol operations, crime analysis, crime prevention, and community beat profiling. Plans include special training on managing criminal investigations, especially preliminary investigations. Training is targeted and conducted at three levels: Command, supervisory, and field officer.
Portland, OR.				X	X	X	X	X					X		Each officer in the East and North precincts has received 4 hours of training in crime analysis, evidence collection, and community crime prevention. Special training visits have been made by all five members of the crime analysis unit. Further training in support of ICAP may be planned after completion of the MIS study.
San Diego, CA.	X	X							X			X	X		Some training has been carried out by the Series Resource Team to introduce new forms. ICAP training program is in the developmental stages. The primary thrust of ICAP training will be on preliminary investigations. The Department has initiated an excellent Field Training Officer program, and there are currently 120 training officers organized into 12 teams. Advanced field training is covered in five phases over 16 weeks. A new simple rollcall training program began January 1, 1978.
San Francisco, CA.								X	X					X	The ICAP staff is researching preparing training bulletins on street problems. There has been no input to date due to dissemination problems.
San Jose, CA.	X			X		X	X	X	X	X		X	X		The Department has an excellent in-service training program. During 1978, field officers will receive 40 hours and command-level will receive 120 hours. The command training will focus on motivation and community crime prevention. PEP/ICAP training has focused on the orientation of command supervisory personnel to crime analysis. Field officer training was limited to the fourth watch and Traffic Division concerning the use of crime analysis products. Plans include the development of two video tapes, one to orient Patrol to PEP/ICAP, and the other on the Department's paper flow.



**END**