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**MANAGING CRIMINAL
INVESTIGATIONS
FIELD TEST**

PROGRAM REPORT

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Chief of Police



LEAA GRANT NO. 76-NI-09-0001

ACKNOWLEDGEMENTS

This manual represents the efforts of an entire Police Department - from our officers, investigators, and their supervisors, to our clerical and systems personnel, who have maintained themselves in a professional manner and have been open in their attitude while conducting this innovative field test system approach to the managing of criminal investigations.

To formally give credit to all the individuals and organizations involved would require a listing too lengthy to include here. Special acknowledgement, however, must be given to:

THE DEPARTMENT OF JUSTICE, LAW ENFORCEMENT ASSISTANCE ADMINISTRATION, and the STATE OF CALIFORNIA, OFFICE OF CRIMINAL JUSTICE PLANNING who provided the Managing Criminal Investigations' funding, and the opportunity to share our successes and failures with the law enforcement community;

THE UNIVERSITY RESEARCH CORPORATION'S EXECUTIVE TRAINING PROGRAM STAFF MEMBERS: Donald F. Cawley, H. Jerome Miron, William J. Araujo, Robert Wasserman, Timothy Manello, and Yale Huffman for sharing their valuable inputs from their Managing Criminal Investigations National Institute of Law Enforcement and Criminal Justice funded training programs;

THE ROCHESTER, NEW YORK, POLICE DEPARTMENT and especially Chief of Police Thomas F. Hastings and Lieutenant Terrence M. Rickard who shared their experiences with us and without whom we could not have moved so rapidly;

THE GOVERNMENT OF THE CITY OF SANTA MONICA, who believed in its Police Department and its progressive management;

And especially to CHIEF GEORGE P. TIELSCH and CAPTAIN ROBERT MORGAN who identified departmental problems, then motivated and guided their staff to develop some of the most effective management concepts in this department's history.

Lacking the assistance of so many individuals and agencies, this manual and program could never have been implemented.

Lieutenant Billy King
Project Director
Managing Criminal Investigations.

NCJRS

OCT 31 1979

ACQUISITIONS

INTRODUCTION

This manual discusses the Managing Criminal Investigations system theory and the eighteen month program experience by the Santa Monica Police Department.

Funded by a grant from the Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice, the manual will include:

1. Initial Investigation. An increased participation by uniformed personnel in a comprehensive initial investigation at the time a crime is reported.
2. Case Screening. The establishment of case-screening system that will remove non-solvable cases from the investigative process at an early point.
3. Managing the Continuing Investigation. The productive management of cases that can be successfully further investigated.
4. Police/Prosecutor Relationship. The development of a Police/Prosecutor relationship that will result in better case investigation and preparation, and greater likelihood of successful prosecution.
5. Monitoring. A system of monitoring the effects and effectiveness of the components of a MCI program.
6. Organizational Structure. A re-examination of investigative structure to maximize the use of all personnel.

To provide assistance in identifying the various time frames, the pages are color coded and numbered by individual component.

- | | |
|---|--------------|
| 1. MCI system theory | -- Goldenrod |
| 2. Prior to MCI Approach | -- Green |
| 3. After implementation of MCI approach | -- White |

TABLE OF CONTENTS

INTRODUCTION

CHAPTER 1: ORGANIZATION & ALLOCATION OF RESOURCES	1.1 - 1.22
CHAPTER 2: THE PATROL ROLE IN THE INITIAL INVESTIGATION	2.1 - 2.12
CHAPTER 3: CASE SCREENING	3.1 - 3.14
CHAPTER 4: MANAGEMENT OF THE CONTINUING INVESTIGATION	4.1 - 4.15
CHAPTER 5: POLICE-PROSECUTOR RELATIONS	5.1 - 5.11
CHAPTER 6: THE MONITORING SYSTEM	6.1 - 6.18
CHAPTER 7: CONCLUSIONS	7.1 - 7.11

ADDENDA

- 1A ORGANIZATIONAL CHART, PRIOR TO MCI
- 1B ORGANIZATIONAL CHART, 1ST ORGANIZATIONAL CHANGE
- 1C ORGANIZATIONAL CHART, 2ND ORGANIZATIONAL CHANGE
- 1D ORGANIZATIONAL CHART, PRESENT STRUCTURE
- 1E ORGANIZATIONAL CHART, TRANSFER OF PERSONNEL

- 2A SMPD CRIME REPORT, PRIOR TO MCI
- 2B SMPD CRIME REPORT, FIRST REVISED REPORT
- 2C SMPD CRIME REPORT, PRESENT REPORT
- 2D CRIME REPORT TRAINING BULLETIN
- 2E SOLVABILITY FACTORS
- 2F REPORT WRITING TRAINING BULLETIN
- 2G CAREER DEVELOPMENT & TRAINING PROGRAM BOARD
- 2H CAREER DEVELOPMENT & TRAINING PROGRAM BOARD
- 2I CAREER DEVELOPMENT & TRAINING PROGRAM BOARD

- 3A CASE SCREENING CHECK LIST
- 3B DEFICIENCY REPORT SLIP
- 3C CASE SCREENING MONTHLY SUMMARY

- 4A CASE MANAGEMENT FORM, ORIGINAL
- 4B CASE MANAGEMENT FORM, REVISED (PRESENT)
- 4C CASE MANAGEMENT FORM INSTRUCTIONS
- 4D CASE MANAGEMENT CODE SHEETS

4E CASE MANAGEMENT GUIDE SHEET
4F INVESTIGATOR'S CHECK LIST
4G CASE INFORMATION DESIRABLE FOR PROSECUTION
4H CITIZEN'S INFORMATION BULLETIN, BLUE
4I CITIZEN'S INFORMATION BULLETIN, GREEN
4J CITIZEN'S INFORMATION BULLETIN, GOLD
4K SUSPECT RESTITUTION LETTER
4L TRAFFIC ACCIDENT LETTER, ADULT
4M TRAFFIC ACCIDENT LETTER, JUVENILE
4N INFORMATION NEEDED POST CARD
4O VICTIM'S INFORMATION POST CARD
4P DESK ORGANIZATION MEMO

5A DISTRICT ATTORNEY REJECTION/REFERRAL FORM
5B PROSECUTION MANAGEMENT FORM
5C PROSECUTION MANAGEMENT INSTRUCTIONS
5D SCREENING CRITERIA FOR MAJOR CASES

6A OCR FORM
6B MASTER REPORT (1118V)
6C OPEN CASE REPORT (1118B)
6D INVESTIGATION REPORT BY OFFICER (1118A)
6E INVESTIGATION REPORT SUMMARY
6F PROSECUTION MANAGEMENT REPORT, FELONY (PD5010)
6G PROSECUTION MANAGEMENT REPORT, MISDEMEANOR
6H PROSECUTION MANAGEMENT REPORT, JUVENILE

6I PROSECUTION MANAGEMENT REPORT, ALPHABETICAL
6J LOS ANGELES DISTRICT ATTORNEY, PROMIS SYSTEM
6K CALIFORNIA, DOJ, ARREST AND COURT ACTION DISPOSITION FORM
6L CALIFORNIA, DOJ, ARREST AND COURT DISPOSITION FORM
6M MESSAGE ERROR PRINTOUT (1118)
6N UPDATE ENTRY PRINTOUT (1118B)
6O CASE MANAGEMENT MANUAL MONITORING FORM

INFORMATION BASED ON THESE SOURCE MATERIALS:

- *Santa Monica Police Department, Investigations Bureau
- *University Research Corporation, Washington, D. C.
- *Managing Criminal Investigation NILECJ prescriptive package
- *Stanford Research Institute Study: Felony Investigation Decision Model
- *Rand Corporation Study: Criminal Investigation Process
- *Police Foundation Study: Managing Criminal Investigations: The Rochester System
- *National Advisory Commission on Criminal Justice Standards and Goals
- *Contacts with police administrators throughout the nation
- *Dallas Police Legal Liaison Division - a NILECJ Exemplary Project
- *Neighborhood Team Policing - NILECJ Prescriptive Package
- *Police Crime Analysis Unit NILECJ Prescriptive Package

Our sincere apologies to any organization which may have contributed material but is not independently recognized.

ORGANIZATION AND ALLOCATION OF RESOURCES

A common theme that runs through the literature on management is the manager's concern for accomplishing organizational goals and objectives. All managers are engaged in getting things done with and through people to accomplish organizational goals. Regardless of the type of organization or level of management, the functions of planning, organizing, motivating, and controlling are central to the manager's role. One factor which can help management become effective and help people work together to achieve common goals is the organizational structure. An organizational structure can be thought of as a framework which facilitates and integrates performance.

A continuing responsibility for the police administrator, as well as other managers in the agency, is reviewing the extent and type of specialization needed, the definition and allocation of responsibility, the delegation of needed authority, and the effectiveness of personnel and material resources.

This on-going assessment of existing organizational and allocation policies is intended to assure the highest level of performance at the least possible cost to the community. To achieve this goal, the administrator must challenge the operational and administrative decisions of his predecessor as well as his own.

The management of the criminal investigation process in one part of the total police function that has been subjected to

limited review. In the last few years, however, managers have increasingly begun to take a searching look at this process and its outcomes.

For most of those agencies that have already altered the criminal investigation process, it is too early to determine the effect and impact of the changes. However, the administrators of those agencies believe the new organization and assignment policies are more responsive to their particular needs.

One clear fact emerges from a review of the literature and conversations with law enforcement experts. There is no single organizational or allocation model which is best for all police agencies. The uniqueness of each community and the capability of its police personnel must be known by the police administrator before substantive changes can be made in the organization.

I. ORGANIZATIONAL STRUCTURE

A. PRIOR TO MCI APPROACH

1. The Investigations Bureau approach described in this section refers to the organization of the Bureau prior to July 1976. During the month of July 1976 meetings were held and gradual changes made in order to gain momentum and direction for the anticipated project start.
2. The Investigations Bureau has a total of thirty-five (35) sworn personnel. This number includes one (1) Captain, who is the Bureau Commander, one (1) Lieutenant who is the Executive Officer, three (3) Sergeants, and thirty (30) Police Officers assigned to the five (5) divisions within the Bureau. The divisions consist of Intelligence, Criminal Investigations, Youth Services, Vice-Narcotics and Administration. (See Addendum #1A). The central investigative unit is the Criminal Investigations Division. This division consists of six (6) sections: Crimes Against Property, four (4) officers; Crimes Against Persons, five (5) officers; Forgery, two (2) officers; Auto Theft, two (2) officers; Traffic Investigation, one (1) officer; and General Assignment, four (4) officers. Included in the General Assignment section are two (2) officers assigned as night investigators; one (1) officer as a Warrant Officer and one (1) officer who performs pre-employment investigations.
 - a) Officers assigned to the Crimes Against Property and the Crimes Against Persons sections perform some investigation or make contact on each reported crime in their area of responsibility.

This action provides maximum contact with the reported victim and allows an opportunity to verify the elements of the crime. Any information which was originally omitted or presents itself after the initial report may be obtained at this point. While this procedure has a public relations value, it seriously impedes the investigator's performance because of the volume of reports being received and the amount of time expended verifying the original report. Cases which present good investigative leads must be processed as well as the cases with few, or no investigative leads. The productive work accomplished is therefore reduced because of the large volume of assigned cases, if productive work is defined as those cases which lead to suspects arrested and charged with committing crimes.

The city is divided into four sections and each investigator is responsible for a sector. Each investigator is also responsible for processing any "in custody prisoners" whether the arrest was made by the investigator or patrol officers in his sector.

- b) Officers assigned to the Forgery section have responsibility for all crimes involving checks or credit cards.
- c) Officers assigned to the Auto Theft section have responsibility for all crimes involving vehicle thefts or thefts from a vehicle. Due to the nature of this type of crime few persons are

arrested or charged unless apprehended while committing the offense. Thefts from vehicle usually represent miscellaneous items which cannot be traced. In such cases, post cards are sent to the victim providing him with the "crime report number" and the name of the assigned investigator should the victim obtain additional information. (See Addendum #4N).

- d) The General Assignment section is divided into three units. 1) Two officers are assigned as night detectives, 2) One officer is assigned the responsibility of processing persons for whom the court has issued warrants for arrest, and 3) One officer is primarily concerned with pre-employment investigations of police department personnel.
- 3. The Intelligence Division consists of one officer. He is assigned to a separate division in order to make him directly responsible to the Investigations Bureau Commander. The officer gathers and exchanges information pertinent to special criminal activity in the community.
- 4. The Youth Services Division consists of two sections. The Juvenile Diversion section has one officer and one Community Services Counselor. This section has responsibility for diverting the juvenile offender from the criminal justice system whenever possible. The Juvenile Investigation section has two assigned officers and is responsible for the juvenile offender or juvenile victim in cases not handled by other investigative sections.

5. The Vice-Narcotics Division consists of two sections. Two officers are assigned to the Vice section and five officers are assigned to the Narcotics section. The division is supervised by a Sergeant who is actively involved in the field operations. The division assumes the responsibility for investigation of all vice and narcotics activities within the community.
6. The Administration Division consists of three sworn and six non-sworn personnel. One Sergeant is responsible for all administrative matters pertaining to the operations of the Investigations Bureau. One Sergeant is assigned to the South Bay Regional Burglary Team, a federally-funded grant of mutually concerned, and geographically located cities concentrating primarily on the narcotics problem in a strike force concept. One officer is assigned as the Prosecutor Liaison Officer and coordinates the filing of complaints with the District Attorney's office. The four non-sworn personnel provide clerical and administrative support.

B. MCI CONSIDERATIONS

The approach described in this section introduces the ideas and concepts of MCI into the present Investigations Bureau. Since the month of July, 1976, numerous staff meetings were held with personnel who have the authority to implement changes. A positive plan was formulated and the beginning phases initiated.

The Investigations Bureau was restructured in order to establish the highest degree of efficiency to attain maximum results. The methodology was established as follows:

1. Investigations Bureau supervisors and key non-sworn personnel engaged in lengthy "brain storming" sessions as to past investigative practices which were restrictive or non-productive to successful case closure.
2. Methods which are prominently expressed in the Managing Criminal Investigation Field Test RFP and the Rand study on the Criminal Investigation Process were examined.
3. Conferences were held with all officers in the Investigations Bureau either individually or in pairs. This method was used in order to gain the maximum communication exchange possible.
4. Projections were made to determine case load reduction for each section, using a case screening method, and also to determine the number of officers who might be transferred to other duties.

5. Consideration was given to placing the reassigned officers where they would provide the maximum crime impact. Officers were reassigned to take advantage of the RFP suggestions. Some of those mentioned were:

- a) A police prosecutor liaison unit.
- b) A case collation unit.
- c) To the training unit.
- d) Assignment to field patrol units.
- e) A special strike force.

After examining each of the suggested methods of manpower reallocation, they were individually evaluated as to their applicability to the needs of the police department.

- a) The Investigations Bureau presently has a police prosecutor liaison unit in operation. With modification this unit met our requirements without the assignment of additional personnel (refer to the following Police Prosecutor Coordination and Cooperation section).
- b) The case collation unit requirement is presently being met by the department's Planning & Research Division. This information system was manual and not adequate to meet the needs of the Investigations Bureau. A computer program was designed to handle this function without the use of additional personnel.

- c) The training needs of the Bureau are presently being satisfactorily met by the department's Personnel & Training Division. Additional communication and training were provided by investigative personnel appearing at Operations Bureau squad meetings on a weekly basis to train field officers in proper investigative techniques and requirements.
- d) The special strike force concept appeared to offer the greatest advantage for the reassignment of personnel. Four officers were initially assigned to a unit designated as the Major Crimes Section.

C. THE MCI APPROACH

Based upon the above information, the initial Investigations Bureau restructure was implemented. (See Addendum #1B). During the succeeding months several other modifications were instituted based upon information from supervisors and Case Management data.

- 1) The Bureau was modified from five divisions to two. They are the Criminal Investigations Division and Special Assignment Division.
 - a) The Bureau Commander is a Police Captain who assumes charge of the entire bureau and reports directly to the Chief of Police. The Intelligence Section, Vice Section, South Bay Regional Burglary Team member and miscellaneous section report directly to the bureau commander.

- b) The Bureau Executive Officer is a Police Lieutenant and is second in command. The Crimes Against Person Section and Youth Services Section report directly to the Lieutenant.
- c) The Bureau Administrative Sergeant is third in command. Personnel in the Crimes Against Property Sections and clerical units report directly to the Sergeant.
- d) The Bureau Narcotic Sergeant is in command of the Narcotic and Special Enforcement sections and personnel report directly to the Sergeant.
- e) The "South Bay Burglary Team" Sergeant is funded by a LEAA burglary suppression grant. The Sergeant is temporarily detached from the department and has no local supervisory duties.
- f) The MCI Lieutenant is in command of the Special Assignment Division. Personnel in the MCI unit, Prosecutor Liaison unit and Case Coordinator unit report directly to this Lieutenant. The Lieutenant also acts in an advisory capacity directly to the Commander, Investigations Bureau.

- 2. The Criminal Investigations Division underwent major changes. This division is considered the central investigative unit and as such is more subject to revision and improvement than perhaps any other division within the Investigations Bureau.

- a) The Crimes Against Property section is staffed by two officers. This is a section reduction of 50% as the section originally was staffed by four officers. Approximately 70% of all burglary reports are now designated immediately by the case screening officer and not assigned for follow-up investigation. This section continues to be responsible for all investigations concerning burglary and similar type crimes against property not handled by any other section.
- b) The Crimes Against Persons section is staffed by four officers. This is a section reduction of 20% as the section originally was staffed by five officers. The case screening process has diverted approximately 50% of the cases from follow-up investigation to an "office review" process. The section continues to be responsible for all investigations concerning homicides, assaults, rape, robbery, kidnap, and other similar crimes against persons not handled by any other section.

In the past work load division was based upon an informal assignment separation. Two officers investigated homicides, assaults, missing persons and similar crimes. Two officers investigated robberies, thefts from persons, kidnaps and similar crimes. One officer investigated rapes and all sex related crimes.

The change in work load assignment is based

upon a more complete team concept instead of a crime classification concept. Officers within this section are cross-trained in order to provide more expertise and experience to individual section members. While individual expertise may assist in the decision of which member investigates a case, any member may be assigned a case and the section may operate as a full team on major cases.

- c) The Forgery-Bunco section is staffed by two officers. While there were no changes in the number of personnel assigned, there were changes within the section. The section title was changed from Forgery section to Forgery-Bunco section. The section is responsible for all investigations concerning forgeries, fraudulent documents, credit cards, worthless checks or documents, embezzlement, counterfeiting and other similar crimes not handled by any other section. In addition, the section is responsible for bunco or frauds where any illegal trick, cunning, or deceit is used.

In order to accommodate the increased case responsibility, an intermediate clerk has been assigned to assist the section in the majority of their clerical work. The clerk processes all letters to suspects (See Addendum 4J, Form #46-a) and enters all cases into the state wide Automated Worthless Document Index Computer.

- d) The Auto Theft section is staffed by one officer. This is a section reduction of 50%

as the section originally was staffed by two officers. The case screening process has diverted a majority of the cases to an "office review" process and has reduced the paper flow to a manageable one officer level. This section continues to be responsible for all investigations concerning theft of vehicles, burglary or theft from vehicles and any other similar crimes not handled by any other section.

An additional modification has been implemented. The Traffic Investigation Follow-Up section responsibilities have been assigned to the Auto Theft section. This merger of responsibilities has released another officer for reassignment.

- e) The Major Crime section is a new unit. This unit is staffed by four officers brought together from the other reorganized sections. The officers chosen for this assignment were specially selected for their investigative ability, initiative, enthusiasm, and conscientious work. Together, this section presents a variety of experience and expertise. Originally two officers came from the Crimes Against Property section, one officer from the Auto Theft section, and one officer from the Juvenile Investigations Section. The officers have served in a number of varied assignments, both in field operations and investigations. The officers receive additional investigative training by completing a three week (120 hours) Los Angeles Police Department Investigator Training Course.

Due to the frequent independent action of this section, one officer has been designated an "Agent". The agent designation is an interim rank between police officer and police sergeant and receives additional compensation for added responsibility. The section acts independently of other sections and yet in a coordinating role. They are primarily designated to act as a strike force against persons identified as major offenders. In addition to performing assignments based upon major crime unit criteria they also work in coordination with the other sections where additional officers are needed for successful case conclusion. The section hours are flexible to meet the need of their assignments and they are not hampered by the normal 8:00 A.M. - 5:00 P. M., Saturday and Sunday off, schedule of other investigative personnel. Some of the duties which the section engages in are as follows:

- 1) Identify and apprehend serious offenders engaged in a series of related crimes.
- 2) Provide support to, or assume responsibility for, cases and/or suspects assigned to individual investigators or teams where the circumstances of the case necessitate intensive team investigation.
- 3) The unit reviews all felony crime reports for "Method of Operation" and crime patterns. The unit coordinates their efforts with those of Planning & Research Division.

- 4) Pawn shop and pawn tickets are reviewed in an attempt to identify stolen property, persons selling stolen property and persons receiving stolen property.
- f) The Warrant section is staffed by one officer. There were no changes in the number of personnel assigned to this section. This officer was removed from the General Assignment section and placed in this newly designated section. The section is responsible for all investigations concerning persons where the court issues warrants or extraditions are required. The officer is also responsible for police permit investigations and other similar duties not handled by any other section.
- g) The Intelligence section remains unchanged and is staffed by one officer. The section continues to collect, analyze and correlate information pertinent to police operations. It coordinates informational data and activities with other law enforcement agencies. Its duties were expanded so that it serves as a catalyst between the various sections in the exchange of criminal information which is not administrative or sensitive in nature.
- h) The Vice-Narcotics section was changed in order to separate any conflicts of interest and to institute a more defined responsibility. Each section reports directly to the Bureau Commander rather than the Vice section reporting to a sergeant in charge of a joint Vice-

Narcotics section. The sections are separated by office geographic location as well as administratively.

- 1) The Vice section is staffed by two officers who are responsible for all investigations which relate to prostitution, liquor laws, gambling, pornography and other laws normally associated with vice activities.
- 2) The Narcotics section is staffed by a Sergeant and two officers who are responsible for all investigations concerning restricted narcotics and drugs. This is a section reduction of 60% as the section originally was staffed by five officers. A close liaison and investigative process are established with the Crimes Against Property section, Major Crimes section, and any other sections where persons abusing narcotics may commit crimes in order to provide money to continue their narcotic use.
 - i) The Youth Services sections have a reduced complement. Instead of three officers and one counselor, there are two officers and one counselor, which is a 25% reduction in personnel.
 - 1) The Juvenile Diversion section is staffed by one police officer and one Community Services Counselor. The section is

responsible for all investigations concerning juveniles where there is a possibility of corrective action through a diversion process outside the criminal justice system. The Community Services Counselor within this section is a trained youth counselor and is used in the counseling and referral of juveniles to agencies which may correct anti-social behavior and reduce the recidivism rate of juveniles coming to the attention of the police department. This section is also concerned with juveniles who are victims and are in need of service from a police agency.

2) The Juvenile Investigations section is staffed by one officer. This is a section reduction of 50% as the section originally was staffed by two officers. This section is responsible for the investigation of all offenses committed by juveniles and not handled by any other section.

j) The Traffic Investigations section was staffed by one officer. This unit was so impacted by the case screening process that the paperwork flow was greatly decreased. The section responsibilities have therefore been merged with the Auto Theft section and the officer who was assigned has been transferred to another assignment. In the past this section was located within the

Operations Bureau or Field Services Section of the Police Department. As the Santa Monica Police Department does not have a Traffic Division, the responsibility for investigation of traffic offenses has been placed in the Investigations Bureau. This section was responsible for all investigations concerning hit and run traffic accidents, fatal or serious injury type accidents involving felony crimes, and other similar crimes not handled by any other section. The investigator spent one-half of his time as the traffic follow-up investigator one-fourth of his time as the police department coordinator with the NYPUM program (National Youth Project Using Mini-Bikes), and one-fourth of his time as the police department training instructor in weaponless defense tactics.

This officer was reassigned as the Case Screening Officer and is still able to provide leadership in the NYPUM Program and weaponless defense tactics.

- k) The Background Investigation Officer is assigned to handle all pre-employment investigations on police department personnel. Due to the restrictions placed upon police agencies pertaining to security and confidentiality of records, this investigative position has been placed in the Investigations Bureau, rather than the Personnel & Training Division. Should the

investigator be free of any investigations of this nature, he directs his energies toward performing investigations as assigned by the Investigations Bureau executive officer.

- 1) The Junior Clerk position is non-sworn. The Junior Clerk assumes the responsibility as a receptionist for the Investigations Bureau desk. The position includes light clerical functions and is responsible for mailing victim information letters as designated by the investigative officers.
- m) The clerical staff consists of one (1) stenographer, one (1) intermediate clerk and two (2) police cadets. The stenographer is primarily responsible for the typing and processing of investigative follow-up reports. The intermediate clerk is responsible for assisting the various investigative sections with purely clerical duties, i. e., the Forgery-Bunco section, by processing all of their information into the A.W.D.I. computer system and the sending of form letters.

On-going plans are constantly being evaluated to transfer routine duties to clerical personnel. Wherever clerical functions can be handled by non-sworn personnel they will handle those duties. The two (2) police cadets (student workers) assist by handling routine assignments and many clerical functions which will save the investigator's time.

3. The Special Assignment Division includes the Case Coordinator (Case Screening Officer), Prosecutor Liaison Officer and members of the MCI grant unit.
 - a) The MCI Project Director (Lieutenant) supervises personnel within the Special Administrative Division.
 - b) The Prosecutor Liaison Officer is responsible for ensuring that the supporting documentation incident to a felony arrest is provided the District Attorney's Office and if a complaint is obtained from the District Attorney that this complaint is filed in the Santa Monica Court Clerk's office. The liaison officer also transports defendants to the arraignment court. The Prosecutor Liaison Officer establishes a communication base with the District Attorney's Office and engages in activities which will enhance the successful prosecution of defendants. Through this vehicle, training information is prepared to improve the investigative ability for both field and investigations personnel. When seeking a criminal complaint, the Prosecutor Liaison Officer obtains information as to strengths and weaknesses of each case. Many cases are referred to the City Attorney's Office for misdemeanor filing after rejection by the District Attorney's Office and the Prosecutor Liaison Officer is expected to seek in-depth information for training bulletins. (See Chapter 5, Police-Prosecutor Coordinator and Cooperation).

c) The Case Screening Officer has been trained to reduce paperflow in the Investigations Bureau. (See Chapter 3, Case Screening). This officer is an agent due to the importance of his duties. In addition, he serves in a supervisory capacity for training purposes. The Case Screening Officer reviews all crime reports forwarded to the Investigations Bureau. He decides on the probability of solution of the case and whether it should be forwarded for investigation or whether office review will place it in an inactive status. Cases which have been designated for office review will be forwarded for analytical purposes to:

- 1) The Planning & Research Division.
- 2) To the Junior Clerk who will mail the police department's information bulletin to victims. (See Addendum #4G & 4H).
- 3) To the Major Crimes section for coordination of any known offender data.
- 4) To the section involved for general information.

Cases in which solvability factors have been indicated are forwarded to the proper investigative section for investigation. As the case screening officer reviews each report he notes reporting defects by the field patrol officers. He writes a brief

critique on reports which are deficient advising of the proper procedure. (See Addendum #3B). These reports are returned to the Operations Bureau for training of the reporting officer. Through procedure, there has been a gradual improvement of reports by the field personnel and a more active participation in the initial investigation.

- d) The Managing Criminal Investigation Grant section has been placed within the Special Administration Division for the duration of the grant period. The unit consists of a Police Lieutenant, an Administrative Aide, a part-time clerk and a police cadet. The unit is responsible for seeking new improved methods of managing the criminal investigations process and monitoring the analytical data.

D. OBSERVATIONS

Prior to the MCI system approach the Investigations Bureau had not closely examined its organizational structure for a number of years.

The rationale for having the number of persons assigned to a certain function was, "we have always had that number of people assigned to that detail", or "more paper means more people."

With the philosophy that we had little to lose by adopting the MCI concepts, we based the initial organizational changes on "best estimate guesses." Ensuing changes were based upon information provided by supervisors and the Case Management data.

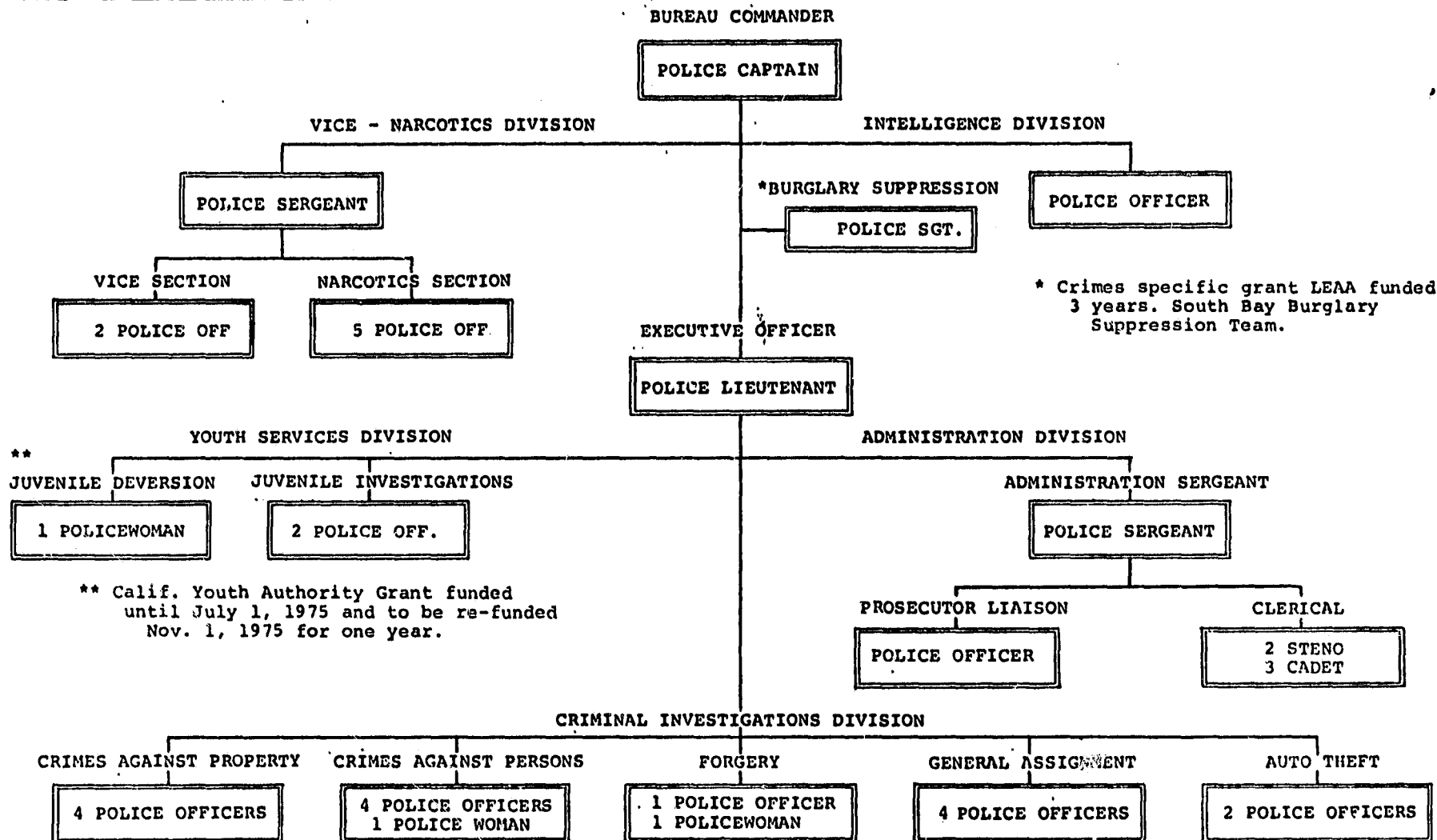
Reorganization gave us the personnel staff the positions of Case Coordinator and Major Crimes section. We have also been able to absorb the loss of five officers from the Investigations Bureau to other assignments in the department.

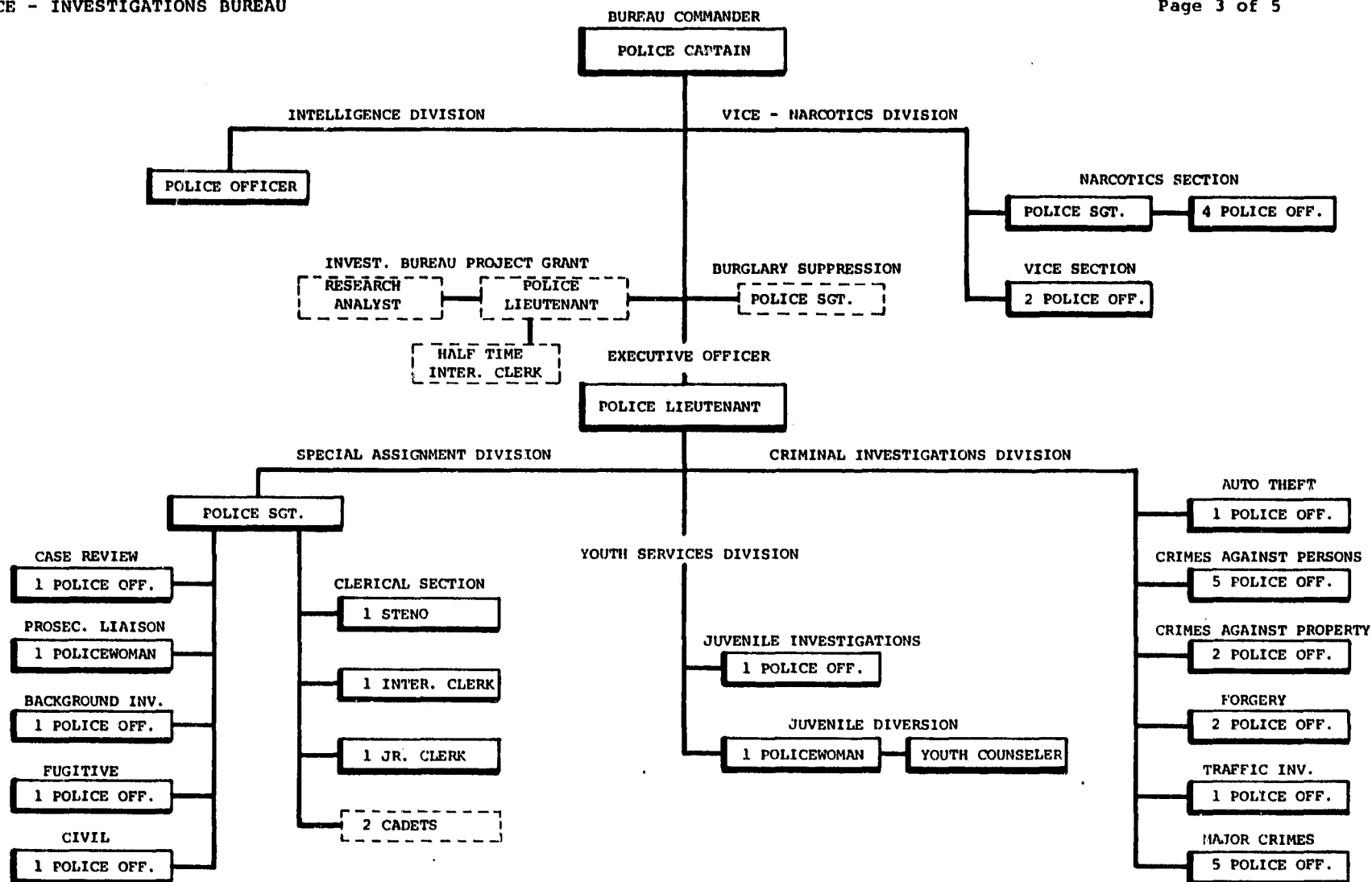
The present philosophy is that the organizational structure should not be based upon tradition and "cast in concrete" position but rather to be flexible and constantly under review in order to utilize all personnel for the maximum efficiency. Our structure is much more efficient than before the MCI approach and should continue to improve with additional data and observation.

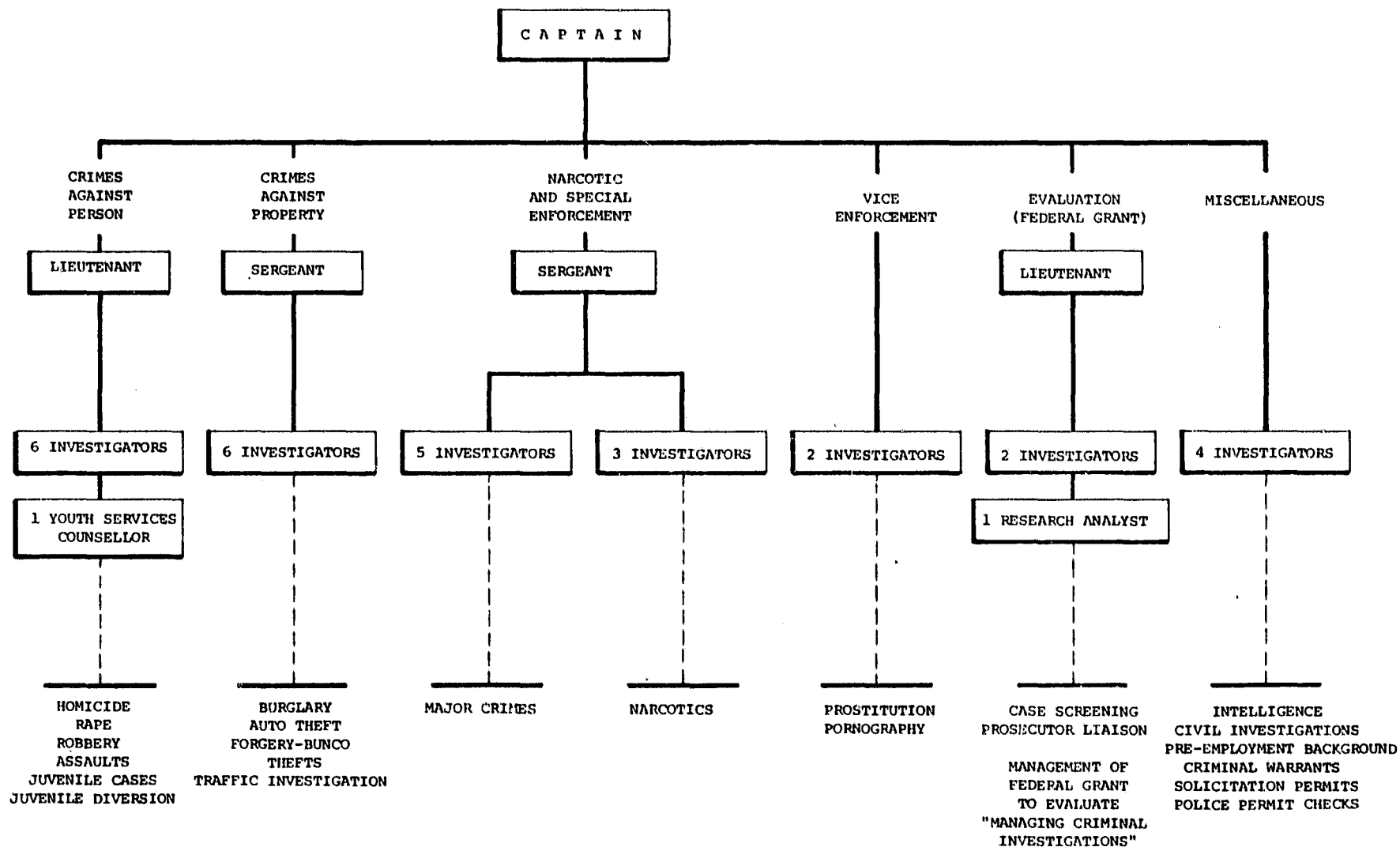
ADDENDA. CHAPTER I.

ORGANIZATIONAL STRUCTURE

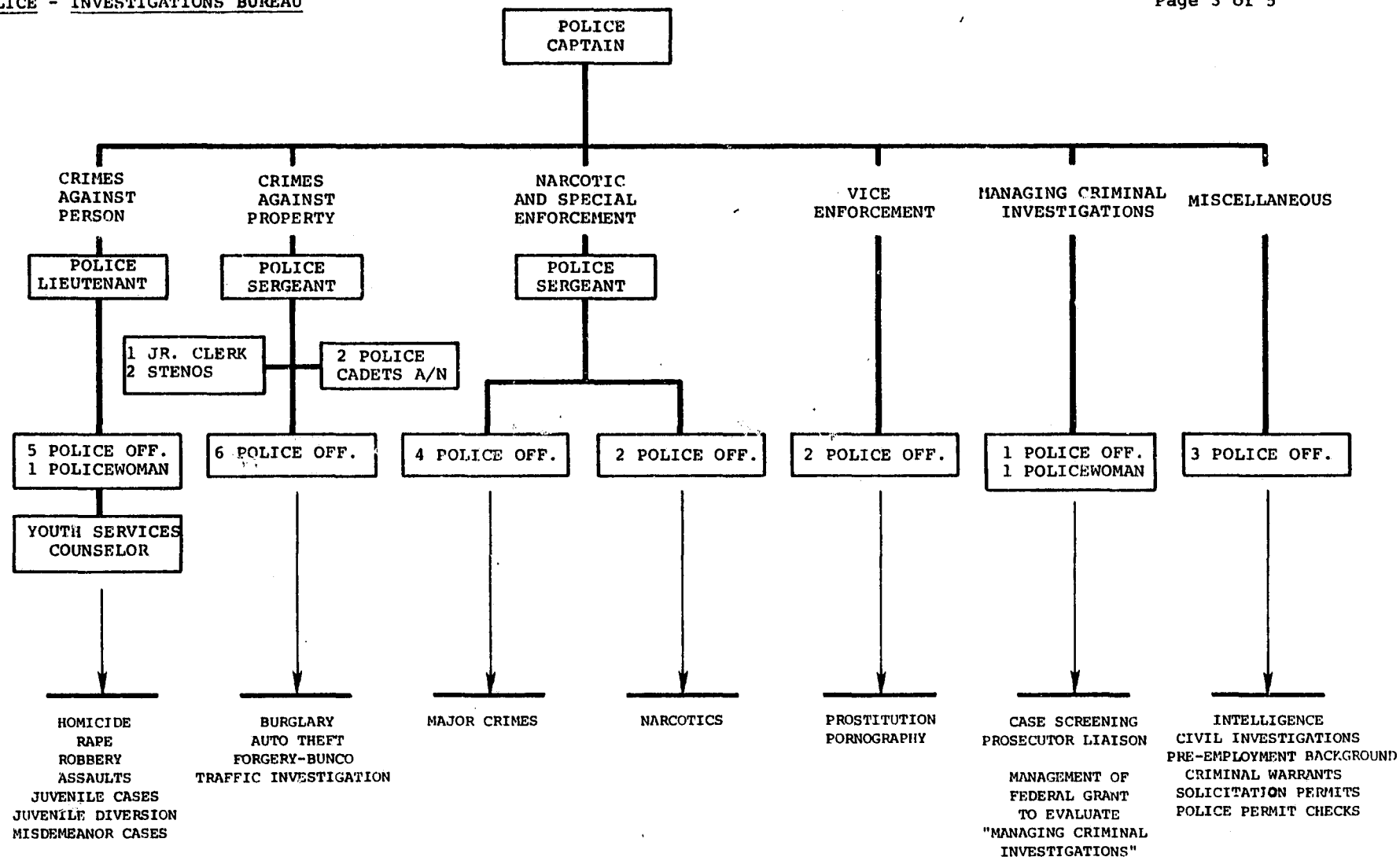
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- 1B ORGANIZATIONAL CHART, 1ST ORGANIZATIONAL CHANGE.
- 1C ORGANIZATIONAL CHART, 2ND ORGANIZATIONAL CHANGE.
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Rev 3-77



Captain C/O	1	→	1	Captain C/O
Lt. X/O	1	→	1	Lt. X/O
Sgt. Admin	1	→	1	Sgt. Admin
Sgt. Narco	1	→	1	Sgt. Narco
Sgt. So. Bay	1	→	1	Sgt. So. Bay
Crimes/Pers.	5	→	4	Crimes/Pers.
Crimes/Prop.	4	→	2	Crimes/Prop
Auto Theft	2	→	1	Auto Theft
Forgery/Bunco	2	→	2	Forgery/Bunco
Youth Serv.	3	→	2	Youth Serv.
Traffic F/U	1	→	1	
Narcotics	5	→	2	Narcotics
Vice	2	→	2	Vice
* Gen. Assgn	4	→	2	Gen. Assgn **
Intelligence	1	→	1	Intelligence
Pros. Lia.	1	→	1	Pros. Lia.

1 Case Coord.

4 Major Crimes

5 Patrol

35

30

* Warrants 1
Background Inv 1
Night Dets 2

1 Warrants **
1 Background Inv.

CHAPTER II. THE PATROL ROLE IN THE INITIAL INVESTIGATION

The management of the criminal investigation process is a complex and multidimensional undertaking. Though there is no commonly accepted definition of the criminal investigation process, it may be operationally described as the total police effort to collect facts that lead to the identification, apprehension, and arrest of an offender, and the organization of these facts in a way that presents evidence of guilt so that successful prosecution of the case may occur.

The deductive nature of this process--a probing from the known to the unknown backward in time--identifies it as one that essentially depends on others, apart from the police--victims, witnesses, suspects, and arrestees--for its successful outcome.

Guiding and supporting the process are a variety of local policies, and procedures, many of which are derived from custom and experience, and all of which vary greatly from agency to agency in their use and application.

It has only been in the past few years that police administrators have seriously begun to examine the components of the criminal investigation process. Because a substantial amount of police time and personnel resources are allocated to the investigation of reported crimes, increased attention has been directed to the many activities of the process in order to assess which parts work best and why.

Findings from a variety of empirical research studies conclude that police administrators should re-evaluate their traditional thinking concerning the role of the patrol officer in the investigative process. By carefully reviewing existing procedures governing the crime information collection function of the patrol investigation, administrators may improve the timely collection of information that has been shown to be most useful in the solution of crimes.

How well the patrol officers develop and report on a case in the initial investigation will greatly affect all subsequent events as the apprehended individual is processed through the criminal justice system.

Thus, management of the investigation process might quickly improve if police decision-makers were to outline a greater role for the patrol officer. However, one evaluates the patrol officer's role in the investigation of crimes, one fact is clear: the patrol officer is already involved to some degree in almost all investigations.

Unless all specialized crime investigators are placed on street patrol and are available to respond to every reported crime, the first contact with the victim of a crime will continue to be made by a patrol officer. Consequently, the local policies and procedures that govern the role of the patrol officer have a direct impact on the effectiveness of the investigation as well as the ultimate outcome of the process.

A. PRIOR TO THE MCI APPROACH

The Santa Monica Police Department approach prior to implementing the M.C.I. components was similar to that of most California police departments.

The patrol officer received extensive academy training prior to being assigned to police duties. This training was updated during his career through the use of frequent in-service training and some specialized training classes.

Patrol officers assigned calls or discovering incidents requiring reports were responsible for the preliminary investigation. This procedure is followed on all investigations except where the investigator desires to conduct the preliminary investigation and relieves the patrol officer of that responsibility. Those incidents where the investigator relieves the patrol officer from making the initial investigation are rare.

The information gathering tool (crime report) was similar to many other used by law enforcement agencies within this area. (See addendum #2A). The report asked the standard questions concerning the incident but did not attempt to identify "solvability" factors or give importance to specific information which might determine if the case could be solved through follow-up investigation.

The initial investigation was generally satisfactory but as the patrol officer knew that the investigator had to make a follow-up investigation, there were occasions when the patrol officer did not pursue the matter as far as he should have.

In addition, as crime reports were dictated on a tape recorder there are often times when reports were not as carefully reviewed for complete content by the approving supervisor.

B. THE MCI APPROACH

1. The Initial Investigation

Staff met and discussed how the department could increase the uniform personnel participation in making as comprehensive an initial investigation as possible.

The on-scene case investigation was still the responsibility of the responding patrol officer. It consists of seeking out all information pertinent to the investigation and the processing of any physical evidence. Should a follow-up investigation be necessary, the investigating patrol officer has the discretion to pursue the investigation within a reasonable distance and for a reasonable length of time. The distance and time constraints are determined according to the needs of service by the field patrol units at the time of the individual incident. Should the Operations Bureau be experiencing a severe demand for service, then the patrol unit would have to forego the follow-up report. Should there be an opportunity to pursue the investigation further due to minimum calls for service at that time, then the investigating officer may proceed.

Recent findings indicate that unless relevant information is obtained at the crime scene as quickly and efficiently as possible, the chances of a case being solved by the detective are minimal. The single most important determinant of whether a case will be solved is the information supplied to the police officer by the victim or witness immediately after the commission of the crime.

One recent study showed that if limited information from the witness or victim in burglary cases is gathered within at least one hour of the time of occurrence, the chances for a successful outcome of the case is increased by 50 percent. Further, if suspect information is developed in burglary cases, the probability of successful case solution can be as high as 95 percent.

Improvements in the outcome of criminal investigation would seem to be possible if, in fact, the patrol officer were trained and directed to collect relevant, important information during the initial investigation. Improvements in the information collection role of the initial responding patrol officer can be a simple, cost-effective approach which can produce several benefits.

2. The Revised Crime Report

Staff gave careful consideration in developing a new information gathering tool (crime report).

Questions on the new form prescribe a directed search for predetermined solvability factors (See addendum #2E), and the patrol officer assumes an active role in the investigative process by collecting information which can lead directly to the apprehension of a suspect. The work of the patrol officer is directly related to the continuation of the case by detectives. Thus, use of the form acknowledges that the role of detective and patrol officers are interdependent and inseparable.

The patrol officer's activities have a basic over-riding investigative objective: to collect in a structured,

organized manner that information which experience and study have demonstrated is most likely to solve a crime. Rather than being thought of as a taker of miscellaneous information, the patrol officer performs activities that have a clear and meaningful purpose.

When the patrol officer "yields the case to the investigator", for follow-up, the outcome will be a report with clear and detailed information. The information will have been collected in a way which eliminates the need for investigators to repeat any steps of the preliminary investigation and which provides investigators an outline for developing follow-up plans.

Requiring the patrol officer to clearly check those questions which have not been answered provides an outline of what yet has to be done when the investigator plans his next steps, so that nothing is overlooked in conducting the follow-up. Thus, the detective is provided clear guidance for beginning work and an outline or an "investigative map" for proceeding with the investigation.

The form gives the patrol officer one additional level of responsibility: recommending, after the initial investigation is completed, that the case be either closed as early as possible or continued.

This patrol officer's recommendation is based on the results of the "hunt for solvability" conducted in the initial investigation. As a consequence of training and experience, the officer develops skill, knowledge, and the ability to predict that some cases have little, if any, probability of successful solution while other cases have a high probability of solution. There is

little reason why such an officer, upon completion of the initial investigation, should not make a formal recommendation to his supervisor to close or continue the case.

All experienced police officers know that some cases will never be solved. An informal process operates that effectively closes these by placing them on the bottom of the detectives' caseload or by filing them in an active but suspended file. Why shouldn't this informal process which is already in place, be formalized? Why couldn't the formalized process begin with a recommendation from a trained, capable officer who has followed departmental policies and procedures in conducting the initial investigation?

By introducing the patrol officer's recommendation into the investigative process, a simple yet critical procedure begins to emerge as a benefit in management of the process: case screening. The recommendation by the patrol officer will contain a judgment that some cases should be pursued or closed; in effect, the officer screens the case.

The patrol officer and his supervisor have the authority and responsibility for making recommendations about continuing or suspending the investigation. Both the patrol officer and the supervisor use solvability factors. The patrol officer in collecting information and making judgments about the value of this information for the continued investigation and the supervisor in accepting the officer's recommendation.

The Department developed a report form which improved the quality of on-scene investigation and included a

format similar to the Rochester report for the determination of an investigative follow-up. The Rochester Police Department model was used in lieu of the SRI (Stanford Research Institute) Model. It was felt that for the initial period the Rochester Report would be much easier to implement with fewer mistakes being made by the majority of police personnel. The new report is designed to direct the reporting officer's investigation toward addressing solvability factors. The majority of the solvability factors were acquired from the Rochester crime report. It is believed that this was an excellent beginning due to their previous success and the short duration of our grant project. The new report will address all of the past desired information plus the new information.

The Rochester design was integrated into the Santa Monica Crime Report and initiated throughout the police department on May 11, 1977, giving us our first revised crime report. (Addendum 2B).

During the following six weeks of use there were numerous comments concerning the new form, both positive and negative. Most positive comments were received from investigative personnel as the new forms contained substantial information on the face sheet. Some of the negative comments were:

- a) The report was not typewriter spaced for typing.
- b) The report was too "busy" and eye confusing with the numerous disjointed boxes.
- c) There was only room for one victim.
- d) There were several ambiguous questions.
- e) Insufficient room for full suspect information.
- f) Confusing recommendation choices.
- g) Etc., etc.

A task force composed of management and line personnel from the various bureaus was formed, and drafted a revised crime report. The new form still utilizes the solvability factors but in an improved format which is beneficial to all of the users. All previous complaints were resolved in the newest form (see addendum #2C). The present report form is being accepted very well by both police and prosecutors alike.

3. Report Writing

A new report writing style was implemented during the latter part of 1977. The new procedure encourages the officer to write in the first person. This style is simpler, more straight forward, clearer, and avoids the "standard" police style of writing which was found to be difficult to read and understand. This improved writing format was initiated with suggestions from the District Attorney's Office and has improved the investigative reports for all users. (See Addendum #2F).

4. Training

a) Review of Skills.

Acting in coordination with the Personnel & Training Division a review of all current investigative talents and skills of both patrol and investigative personnel was made. The format was developed based on criteria established by P.O.S.T. (Peace Officers Standards and Training, State of California). The design of the form seeks to identify the level of training of each officer through experience, formal training, and formal education. (See Addendum #2G-2I).

b) Training Program.

Of course it is desirable to increase the proficiency of patrol officers in conducting thorough on-scene investigations. Some of the areas included are:

1) witness interview practices, 2) offender pursuit, and 3) physical evidence gathering. Personnel & Training tries to add emphasis in this type of training. Although officers receive this information in training during their initial indoctrination (four months academy training and ongoing in service programs), additional training is formulated which stresses the desirable investigative activities undertaken by patrol officers.

One objective is to increase the proficiency of field supervisors in coordinating patrol and investigative work. Also, to improve investigative reports using case screening criteria. At present, all first line supervisors are indoctrinated in the investigative process by having been assigned to an investigative role prior to their appointment as Sergeant of Police. The Santa Monica Police Department several years ago instituted a program where all officers to be promoted to the rank of Sergeant serve as an investigator for a minimum of 6 months. This training process plus the 120 hours of supervisory training at the Los Angeles Sheriff's Academy prepare the first line supervisor to impart his knowledge of the investigative process to the field officer. The Investigations Bureau in conjunction with Personnel & Training Division prepares training bulletins and provides for instruction in the use of the case screening criteria to patrol supervisors and patrol officers.

C. OBSERVATIONS

Prior to the M.C.I. system approach the Santa Monica Police Department was operating in much the same manner as most of the police departments in California.

Patrol officers were receiving adequate academy training to prepare them for their role in law enforcement. Officers were responsible for conducting all initial investigations and were generally satisfactory in their efforts. The standard crime report was general in nature as to the gathering and reporting of the crime information. The thoroughness of the investigation was at random depending upon the officer.

With the implementation of the new crime report and its solvability factors, the gathering of information is now directed. The officer has the opportunity to collect and present information in a structured organized manner which leads to a more complete initial investigation.

Not only is the material better structured and prepared, but it provides the first case screening recommendation as to any other investigative process and shows the strengths and weakness of the individual case.

The new procedure has not increased the time necessary to complete the initial investigation. The procedure has clarified the investigation and information process for the patrol officer, the investigator, and the prosecutor.

This component has been realized as much more successful for all users than than the previous method.

CHAPTER II ADDENDA

- 2A SMPD CRIME REPORT PRIOR TO MCI APPROACH
- 2B SMPD CRIME REPORT, FIRST REVISED REPORT
- 2C SMPD CRIME REPORT, PRESENT REPORT
- 2D CRIME REPORT TRAINING BULLETIN
- 2E SOLVABILITY FACTORS
- 2F REPORT WRITING TRAINING BULLETIN
- 2G CAREER DEVELOPMENT & TRAINING PROGRAM BOARD
- 2H CAREER DEVELOPMENT & TRAINING PROGRAM BOARD
- 2I CAREER DEVELOPMENT & TRAINING BOARD

SANTA MONICA POLICE DEPARTMENT

Check (✓) if Priority

CRIME REPORT

Steno. Initials

Dr. No.

1. Date & Time Rptd. to P.D.		2. Classification		3. Rpt. Dist. Crime Occd.		4. Day of Wk. Crime Occd.			
5. Date & Time Crime Occurred		6. Location of Occurrence		7. No. of Recorder		8. EAP			
9. Victim's Name (Firm name if business) 1.		10. Residence Address (Firm address if Business) Business Address		Zip		Res. Phone Bus. Phone 0800-1700			
11. Victim's Name (Firm Name if Business) 2.		12. Residence Address (Firm Address if Business) Business Address		Zip		Res. Phone Bus. Phone 0800-1700			
13. Person Reporting Crime to Police Dept.		14. Complete Residence Address Business Address		Zip		Res. Phone Bus. Phone 0800-1700			
15. Person Who Secured Premises or Vehicle		16. Complete Residence Address Business Address		Zip		Res. Phone Bus. Phone 0800-1700			
17. Witness(es): Name 1.		18. Complete Residence Address Business Address		Zip		Res. Phone Bus. Phone 0800-1700			
19. 2.		20. Complete Residence Address Business Address		Zip		Res. Phone Bus. Phone 0800-1700			
21. Victim's Occupation Sex Race Age 1.		22. Investigative Bureau or Units Notified (Bureau of Unit and Person Contacted)				23. Street Lights Yes <input type="checkbox"/> No <input type="checkbox"/>			
24. 2.		25. Evidence Tagged? (Yes or No) — If yes, Locker number or Person Released To							
26. Type of Premises		27. Instrument, Weapon, Force or Means Used		28. Point Where Entrance Made					
29. Method Used to Gain Entrance		30. Were Occupants Present or Absent?		31. Vehicle Locked Yes <input type="checkbox"/> No <input type="checkbox"/>		32. Y/T YES NO			
33. Type of Property Taken				34. Exact Location of Property on Premises		Form #26 made <input type="checkbox"/> <input type="checkbox"/>			
35. Victim's Vehicle — Year, make, type, color, license number						Form #38 made <input type="checkbox"/> <input type="checkbox"/>			
36. Amount of Loss									
37. Suspect's vehicle — Year, make, type, color, license number and any other identifying features									
38. Trademarks of Suspect(s) (Unusual Feature of Crime That is most Apt to recur from Crime to Crime)									
39. Susp. No. 1	Sex	Race	Age	Height	Weight	Hair	Eyes	Compl.	Clothing
Name and Address. Identifying marks and characteristics. (If arrested, suspect's full name, booking number and age only.)									
40. Susp. No. 2	Sex	Race	Age	Height	Weight	Hair	Eyes	Compl.	Clothing
Name and Address. Identifying marks and characteristics. (If arrested, suspect's full name, booking number and age only.)									

Dr. No.

Supervisor Approving

Serial No.

Officer(s) Reporting

Serial No.

On Tape

ADDENDUM # 2A

Yes ☐ No ☐

SANTA MONICA POLICE DEPARTMENT CRIME REPORT

1. Check (✓) if Priority										2. Steno Initials										3. DR. NO.																								
4. Classification															5. Location of Occurrence																													
6. Time of Occurrence					M	D	Y	Time					7. When Reported					M	D	Y	Time					8. Day of Wk. Occrd.					9. Rpt. Dist. Crime Occrd.													
10. Victims Name (Last, First) or Firm Name															11. Victims Address (House number, Street Name)															12. Residence Phone Day Night														
13. Victims Sex					14. Race					15. Age					16. Victims Occupation					17. Victims place of employ or School Name										18. Business Phone Day Night														
Indicate with proper code in boxes provided persons relationship to investigation: W-1 witness W-2 witness, R/P reporting party, etc.																																												
19. WAS THERE A WITNESS TO THE CRIME?																									IF NO PLACE AN X IN BOX "A"					<input type="checkbox"/>														
20. Name										21. Res. Address										22. Information Provided																								
23.					24. Res. Phone					25. Bus. Phone					26. Bus. Address																													
27. Name										28. Res. Address										29. Information Provided																								
30.					31. Res. Phone					32. Bus. Phone					33. Bus. Address																													
34. IF ARREST IS MADE: NAME ARRESTEE(S) IN NARRATIVE																									IF NONE PLACE AN X IN BOX "B"					<input type="checkbox"/>														
35. CAN A SUSPECT BE NAMED?																									IF NO PLACE AN X IN BOX "C"					<input type="checkbox"/>														
36. Suspect #1										37. Suspect #2										38. Suspect #3																								
39. CAN A SUSPECT BE LOCATED?																									IF NO PLACE AN X IN BOX "D"					<input type="checkbox"/>														
40. Suspect #1 may be located at										41. Suspect #2 may be located at										42. Suspect #3 may be located at																								
43. CAN A SUSPECT BE DESCRIBED?																									IF NO PLACE AN X IN BOX "E"					<input type="checkbox"/>														
44. Suspect #1 Description										45. Suspect #2 Description										46. Suspect #3 Description																								
47. CAN A SUSPECT BE IDENTIFIED?																									IF NO PLACE AN X IN BOX "F"					<input type="checkbox"/>														
48. CAN THE SUSPECT VEHICLE BE IDENTIFIED?																									IF NO PLACE AN X IN BOX "G"					<input type="checkbox"/>														
49. License Number					State					50. Model/Make					51. Year					52. Type					53. Color Top/Bottom					54. Identifying Characteristics														
55. WAS THERE A MAJOR INJURY OR RAGE VICTIM INVOLVED?																									IF NO PLACE AN X IN BOX "H"					<input type="checkbox"/>														
56. Where Hospitalized					57. Attending Physician					58. Date/Time					59. EAP #					60. Nature of Injury																								
61. IF THE STOLEN PROPERTY IS TRACEABLE INDICATE IN THE NARRATIVE																									IF NO PLACE AN X IN BOX "I"					<input type="checkbox"/>														
62. Type of Property Taken																																												
63. Exact Location of Property On Premises															64. Property Report Yes <input type="checkbox"/> No <input type="checkbox"/>										65. Amount of Loss																			
66. IS THERE A SIGNIFICANT M.O. PRESENT? IF YES DESCRIBE IN NARRATIVE																									IF NO PLACE AN X IN BOX "J"					<input type="checkbox"/>														
67. Trademarks of Suspect(s)										(Unusual Feature of Crime that is most apt to recur from crime to crime)																																		
68. Type of Premises					69. Method to Gain Entry					70. Point of Entry					71. Type of Weapon, Instrument or force																													
72. Were Occupants Present or Absent? Yes <input type="checkbox"/> No <input type="checkbox"/>					73. Premises Locked Yes <input type="checkbox"/> No <input type="checkbox"/>					74. TT Yes No					75. TT Yes No																													
76. Inv. Bur. or Units Notified & Persons Contacted										Form #26 made <input type="checkbox"/> <input type="checkbox"/>					Form #38 made <input type="checkbox"/> <input type="checkbox"/>					Serial # Items <input type="checkbox"/> <input type="checkbox"/> Inscribed Items <input type="checkbox"/> <input type="checkbox"/>																								
77. IS THERE SIGNIFICANT PHYSICAL EVIDENCE PRESENT?																									IF NO PLACE AN X IN BOX "K"					<input type="checkbox"/>														
78. Evidence Tagged? (Yes or No) If yes, Locker # or Person Released To																																												
79. I.D. Tech Involved Yes <input type="checkbox"/> No <input type="checkbox"/>					80. HAS AN EVIDENCE TECHNICIAN BEEN CALLED?										IF NO PLACE AN X IN BOX "L"										<input type="checkbox"/>																			
81. IS THERE A SIGNIFICANT REASON TO BELIEVE THAT CRIME MAY BE SOLVED WITH A REASONABLE AMOUNT OF INVESTIGATIVE EFFORT?																									IF NO PLACE AN X IN BOX "M"					<input type="checkbox"/>														
82. WAS THERE A DEFINITE LIMITED OPPORTUNITY FOR ANYONE EXCEPT THE SUSPECT TO COMMIT THE CRIME?																									IF NO PLACE AN X IN BOX "N"					<input type="checkbox"/>														
83. Is one or more of the Solvability Factors Present in this Report? <input type="checkbox"/> Yes (Office Review)										<input type="checkbox"/> Yes (Follow Up) <input type="checkbox"/> No (Office Review)					84. Inv. Bureau Screening <input type="checkbox"/> Concur Recommend																													
85. Supervisor Review <input type="checkbox"/> Concur <input type="checkbox"/> Close <input type="checkbox"/> O R Follow Up										Date & Time Signed										Reviewer																								
86. Supervisor Approving										Serial No.										87. Officer(s) Reporting										Serial No.										88. On Tape Yes <input type="checkbox"/> No <input type="checkbox"/>				

ADDENDUM # 2B

DR. NO.

3.1.1 Rev. 1-77

SANTA MONICA POLICE DEPARTMENT CRIME REPORT

1. (✓) If Priority	2. (✓) If Arrest		3. Steno Init.	4. DR. NO.
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5. Classification		6. Location of Occurrence	
7. Date & Time Crime Occurred		8. Date & Time Rptd. to P.D.	
9. Day of Wk. Occrd.		10. Rpt. Dist. Occrd.	
11. Name		12. Res. Address Zip	
13. Res. Phone		14. Bus. Phone	
15. Information Provided		16. Bus. Address Zip	
17. Occupation Sex Race Age			

Indicate with proper code in boxes provided, persons relation to investigation: V-2 Victim, W-1 witness, R/P reporting party, etc.

18. WAS THERE A WITNESS TO THE CRIME? IF NO PLACE AN X IN BOX			
19. Name		Res. Address Zip	
20. Information Provided		Res. Phone Bus. Phone	
21. Name		Res. Address Zip	
22. Information Provided		Occupation Sex Race Age	

23. WAS A SUSPECT ARRESTED? IF NO PLACE AN X IN BOX			
24. CAN A SUSPECT BE NAMED? IF NO PLACE AN X IN BOX			
25. CAN A SUSPECT BE IDENTIFIED? IF NO PLACE AN X IN BOX			
26. CAN A SUSPECT BE IDENTIFIED? IF NO PLACE AN X IN BOX			

27. S-1	Sex	Race	Age	Height	Weight	Hair	Eyes	Compl.	Clothing
Name and Address. Identifying marks and characteristics. (If arrested, suspect's full name, booking number and age only.)									
28. S-2	Sex	Race	Age	Height	Weight	Hair	Eyes	Compl.	Clothing
Name and Address. Identifying marks and characteristics. (If arrested, suspect's full name, booking number and age only.)									

29. CAN A SUSPECT BE IDENTIFIED? IF NO PLACE AN X IN BOX	
30. CAN THE SUSPECT BE IDENTIFIED? IF NO PLACE AN X IN BOX	

31. Suspect's vehicle — Year, make, type, color, license number and any other identifying features	
32. Victim's Vehicle — Year, make, type, color, license number	

33. WAS THERE A MAJOR INJURY? IF NO PLACE AN X IN BOX			
34. Where Hospitalized	35. EAP #	36. Date/Time	37. Attending Physician
38. Nature of Injury			

39. IS THE STOLEN PROPERTY TRACED? IF NO PLACE AN X IN BOX		
40. Type of Property Taken	41. Location of Property on Premises	42. Amount of Loss

43. IS THERE A SIGNIFICANT ALIBI? IF NO PLACE AN X IN BOX	
44. Trademarks of Suspect(s) (Unusual Feature of Crime that is most apt to recur from crime to crime)	

45. Type of Premises		46. Method to Gain Entry		47. Type of Weapon, Instrument or force	
48. Were Occupants Present Yes <input type="checkbox"/> No <input type="checkbox"/>	49. Premises Locked Yes <input type="checkbox"/> No <input type="checkbox"/>	50. Point of Entry		51. TT Request Serial # Items Yes <input type="checkbox"/> No <input type="checkbox"/>	
52. Inv. Bur. or Units Notified & Persons Contacted		53. Point of Exit		54. Form #26 made <input type="checkbox"/> Form #38 made <input type="checkbox"/>	

55. IS THERE SIGNIFICANT PHYSICAL EVIDENCE PRESENT? IF NO PLACE AN X IN BOX	
56. HAS AN IDENTIFICATION TECHNICIAN BEEN INVOLVED? IF NO PLACE AN X IN BOX	
57. Evidence Tagged? (Yes or No) If yes, Locker # or Person Released To	
58. Property Report Yes <input type="checkbox"/> No <input type="checkbox"/>	

59. IS THERE A SIGNIFICANT REASON TO BELIEVE THAT CRIME MAY BE REPEATED? IF NO PLACE AN X IN BOX			
60. Reporting Officer Recommends <input type="checkbox"/> Office Rev. <input type="checkbox"/> Inv. F/U	61. On Tape Yes <input type="checkbox"/> No <input type="checkbox"/>	62. Supervisor Review <input type="checkbox"/> Concur. <input type="checkbox"/> O/R <input type="checkbox"/> Follow Up	63. Inv. Bureau Screening CSO <input type="checkbox"/> Concur <input type="checkbox"/> O/R <input type="checkbox"/> Follow Up
64. Officer(s) Reporting Serial No.		65. Supervisor Approving Serial No.	
66. Date & Time Signed			

ADDENDUM # 2C

DR. NO.

3.1 Rev. 1-75

VICTIM/WITNESS

SUSPECTS

VEH.

INJ.

LOSS

M.O.

EVID.

REVIEW

TRAINING BULLETIN

SANTA MONICA POLICE DEPARTMENT
1685 MAIN ST. SANTA MONICA, CA. (213) 395-9931

BULLETIN NO. 77 - 07

DATE 12-77

REVISED CRIME REPORT, 3.1.1 (Rev. 1-78)

(Second Revision)

PURPOSE

To modify our standard crime report in order to achieve an improved information gathering and reporting tool. The revised crime report identifies information which is considered important to the solving of each reported crime. The new format will assist both the Operations Bureau officer and the Investigations Bureau officer toward gathering and processing this vital information.

I. OFFENSE, VICTIM AND WITNESS IDENTIFICATION

The preliminary investigator must determine if an offense has actually been committed and if so, he must identify that offense. Criminal codes will enable him to accurately classify offenses (and to obtain a better understanding of the elements of offenses) so that the investigatory report will accurately describe the offense committed. Information pertaining to the victim and occurrence are also recorded in the area.

BLOCK 1

This block is to be checked on those cases which should be processed as soon as possible. Types of cases include, but are not limited to: 1) In custody; 2) serious crimes, 3) Burglaries exceeding \$6,000, and 4) all robberies.

BLOCK 2

This block is to be checked on those cases where a person has been arrested. "In custody" cases generally must be processed first due to time constraints. The box will therefore provide a high visual reference for clerical and investigative personnel.

BLOCK 3

The steno who types and/or processes the report will place her initials in this block.

BLOCK 4

The D.R. number assigned to the report will be placed in this block.

BLOCK 5

The offense or type of report will be placed in this block. (See the Record Division file classification sheet for proper title.)

BLOCK 6

The exact location of the offense. Be specific, use apartment numbers if appropriate. If not an exact address, use the hundred block of the occurrence.

BLOCK 7

List, to the best of your information, the time the crime occurred. If the specific time is known, place the information in the box. Use military designation for the hour. Example 4-1-77 1730, using numbers rather than letters. If the specific time of occurrence is not known, determine the limits of the time and date of the occurrence. Place the first limit in the left portion of the box and second limit to the right.

BLOCK 8

Date and time the formal report was taken by reporting officer. Utilize military time and number rather than letters.

BLOCK 9

Day of week on which offense occurred.

BLOCK 10

Reporting district within which the crime occurred.

BLOCK 11

State the victim's name, giving the last name first. If the victim is a firm, state the legal name of the firm.

BLOCK 12

The exact address of the victim, including zip code.

BLOCK 13

The residence telephone number of the person.

BLOCK 14

The business telephone number of the person.

BLOCK 15

State briefly what information may be provided. Example; able to identify the suspect, secured the building, obtained the license number, etc.

BLOCK 16

State the victim's place of employment address in order to permit contact while at work. If the victim is in school, state the name of the school, and the address.

BLOCK 17

When the victim is an individual, his actual occupation; e.g., liquor store owner, jewelry salesman, etc. When the victim is a firm, the position held by the person reporting; e.g., manager, cashier, clerk, etc.

List the victim's sex as M for male and F for female.

The race of the victim as W for white, B for black, L for Latin, O for oriental and I for Indian.

The age of the person.

BLOCK 18

This block is to designate a solvability factor and if there were no witnesses to the crime, an "X" is marked in the box on the right side of the page. If there are witnesses to the crime, the box is left blank.

BLOCK 19

This block may be used for a second victim or any other person who can or may be able to give information relating to the offense. The person's relationship to the case shall be coded in the box in front of Box 20.

BLOCK 20

State briefly what information may be provided. See Block 15.

BLOCKS 21-22

Space designed for information concerning a third victim or any other person who can or may be able to give information relating to the offense. See Blocks 11-17 for complete details.

II. SUSPECT IDENTIFICATION AND INFORMATION**BLOCK 23**

This block is to designate a solvability factor. If there was not an arrest made, an "X" is marked in the box on the right side of the page. If there was an arrest made, the box is left blank.

BLOCK 25

This block is to designate a solvability factor. If a suspect cannot be located, an "X" is placed in the box on the right side of the page. If a suspect may be located, the box is left blank.

BLOCK 26

This block is to designate a solvability factor and if no suspects can be described, place an "X" in the box on the right side of the report form. If a suspect is described, leave the box blank.

BLOCKS 27-28

These blocks provide space for information concerning 2 suspects. If a suspect can be described or is in custody, provide his/her description in the boxes provided. If a suspect is named or may be located, place the information on the second line. If a person is arrested and booked, state his booking number.

BLOCK 29

This block is to designate a solvability factor. If a suspect cannot be identified, an "X" is marked in the box on the right side of the page. If a suspect can be identified; i.e., can a person be picked out of a group, the box is left blank.

III. DOCUMENTING OTHER EVIDENTIARY INFORMATION**BLOCK 30**

If the suspect's vehicle can be identified, leave the box on the right side of the report form blank indicating the solvability factor. If a vehicle cannot be identified, place an "X" in the box.

BLOCK 31

List all available information which pertains to the suspect's vehicle.

BLOCK 32

List all available information which pertains to the victim's vehicle if the vehicle is associated with the crime.

BLOCK 33

This block is to designate a major area of concern. If there is no major injury or rape victim involved, mark an "X" in the box. If there is a major injury or rape victim involved, the box is left blank.

BLOCKS 34-38

The nature of a person's injury may determine the degree of the offense committed, so it is important to obtain all of the pertinent information regarding the injury as well as the names of the attending medical personnel in case they must be contacted later for further processing the case.

BLOCK 39

If the stolen property is traceable, leave the box on the right side of the page blank, indicating the solvability factor. If the property is not traceable, place an "X" in the box.

BLOCK 40

List the most identifiable by name and the balance by general type; e.g., radio, camera, .22 rifle, silver, currency, woman's lingerie, etc.

BLOCK 41

Indicate from where the property was removed; e.g., bedroom, living room, garage, etc.

BLOCK 42

Indicate a fair market value of the property loss.

BLOCK 43

If there is a significant M.O. present, leave the box on the right side of the page blank, indicating a solvability factor. If there is no significant M.O. present, place an "X" in the box.

BLOCK 44

Describe an unusual feature of the crime that is most apt to recur from crime to crime and tend to establish the suspect's M.O.; e.g., pries sliding glass door, ransacks bedrooms, takes credit cards, jewelry. Runs behind victim, knocking her down with blow to head, flees with purse into waiting vehicle. Posed as survey taker, etc.

BLOCK 45

Describe the type of premises where the offense took place; e.g., if a residence, the type; apartment, residence garage, motel unit, hotel room, etc. If other than a residence describe area; e.g., alley, street, parking lot, store entrance, vehicle, etc.

BLOCK 46

Describe what the suspect did in gaining or attempting to gain entry; e.g., sawed hasp, used pass key, pried up, etc.

BLOCK 47

Describe the weapon, instrument or force used if appropriate; e.g., 1/4" screw driver, 3/4" pry bar, .38 cal. B/S revolver, 4" blade knife, struck with fist, twisted arm, etc.

BLOCK 48

Check the appropriate box if the offense applies; e.g., burglary, theft, robbery, etc.

BLOCK 49

Check the appropriate box if the offense applies; e.g., theft from vehicle, burglary, etc.

BLOCK 50

Describe where entrance was attempted or gained; e.g., side kitchen window, rear bedroom, front door, etc.

BLOCK 51

Check the appropriate box "yes" or "no" to indicate if a teletype has been requested. The boxes apply to information provided to D.O.J. Sacramento on stolen items which have a serial number or which are inscribed with some identifying mark.

BLOCK 52

Applies to any notification made to any investigative unit, identification division personnel or supervisory personnel. Name the person contacted.

BLOCK 53

Describe where the exit was made; e.g., side kitchen window, rear bedroom, front door, etc.

BLOCK 54

Check the appropriate box "yes" or "no" to indicate if a teletype has been sent. Form #26 is the Area C teletype which provides information concerning an offense. Form #38 is a teletype message to D.O.S. requesting information on a person.

BLOCK 55

If there is significant physical evidence present, leave the box on the right side of the page blank, indicating a solvability factor. If there is no significant physical evidence present, place an "X" in the box. The reporting officer will determine (as a matter of decision/opinion) whether there is significant evidence present.

BLOCK 56

If an identification technician has been involved in your case, either at the crime scene or at H.Q., leave the box on the right side of the page blank, indicating a possible solvability factor. If a identification technician has not been involved, place an "X" in the box.

BLOCK 57

Indicate if evidence was tagged and placed in a property locker (by locker number) or the person the property was released to.

BLOCK 58

Indicate if a property report (form #3.2.2) was completed. Check the appropriate box.

BLOCK 59

The reporting officer will review his report and will determine (as a matter of decision/opinion) whether or not this particular offense requires further investigative effort. If the decision/opinion is negative (no), place an "X" in the box.

BLOCK 60

The reporting officer has identified and/or determined the availability/possibility of any solvability factors. If such factors exist and will assist with a follow-up investigative effort, the "Inv. F/U" box is to be checked. If there are no solvability factors present or factors exist but are so insignificant that it will not assist in any follow-up investigation, the "Office Rev." box is to be checked.

BLOCK 61

The appropriate box is to be checked indicating if the report was recorded on tape.

BLOCK 62

The supervisor reviews the report for completeness and concurs with the reporting officer's recommendation or based upon his training and knowledge may change the recommendation. If the supervisor agrees with the reporting officer's recommendation, the "Concur" block is checked. If he disagrees with the original recommendation, then he will check his personal recommendation as "Office Review", or "Follow Up".

BLOCK 63

The Investigations Bureau case screening officer reviews the report and recommendations made by Operations Bureau personnel. Report is evaluated based upon the previous recommendations and any other investigative data known to the case screening officer.

BLOCK 64

The block is to be completed by the reporting officer by entering the first initial, last name and serial number.

BLOCK 65

The block is to be completed by the supervisor approving, by entering the rank, first initial, last name and serial number.

BLOCK 66

The block is to be completed when the supervisor approves the report.

SOLVABILITY FACTORS

1. Information from witnesses.
2. Arrest of a suspect.
3. Naming of a suspect.
4. Information about suspect's location.
5. Information about suspect's description.
6. Information about suspect's identification.
7. Information about suspect's vehicle.
8. Information about traceable property.
9. Information about significant M.O.
10. Information about significant physical evidence.
11. Presence of evidence technician who indicates that good physical evidence is present.
12. A judgment by the patrol officer that there is enough information available that, with a reasonable investment of investigative effort, the probability of case solution is high.

TRAINING BULLETIN

SANTA MONICA POLICE DEPARTMENT
1685 MAIN ST. SANTA MONICA, CA. (213) 395-9931

BULLETIN NO. 77 - 06

DATE 9 - 77

REPORT WRITING

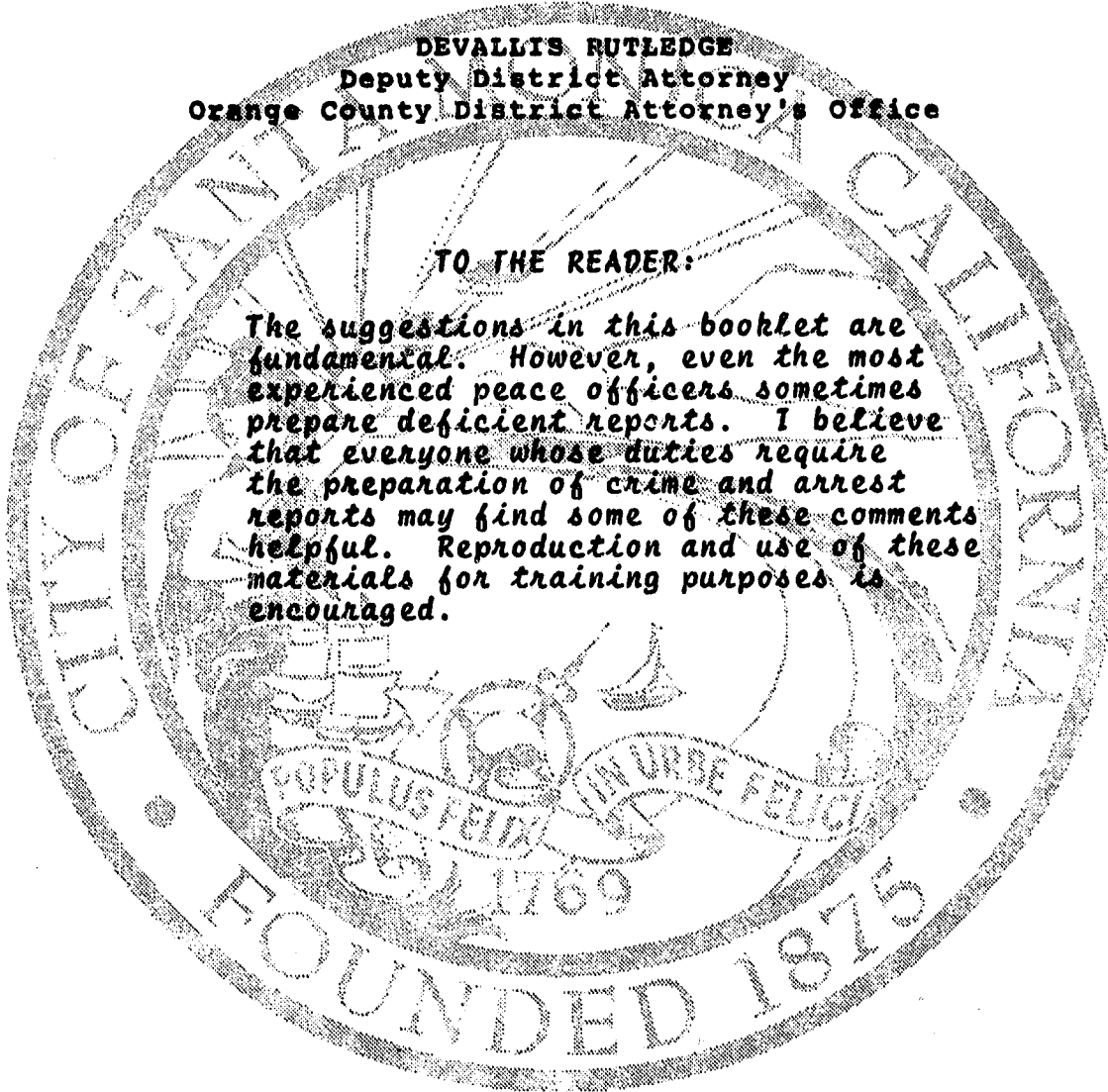
"IT'S EASY TO WRITE
BETTER POLICE REPORTS"

By

DEVALLIS RUTLEDGE
Deputy District Attorney
Orange County District Attorney's Office

TO THE READER:

The suggestions in this booklet are fundamental. However, even the most experienced peace officers sometimes prepare deficient reports. I believe that everyone whose duties require the preparation of crime and arrest reports may find some of these comments helpful. Reproduction and use of these materials for training purposes is encouraged.



Most police officers write lousy reports. When I was a cop, I wrote lousy reports...I just didn't realize it until I became a prosecutor and had to try to read, understand, and rely on reports written by other cops.

What's wrong with your reports? Just about everything. Some are too short; others are too long. Your language is stilted and confusing. You state too many conclusions and not enough facts. The "standard" police style of writing has turned your reports into gobbledygook.

Because they're so difficult to read and understand, your reports slow down the complaint-issuing process; they make it more difficult for the prosecutor to determine who should be subpoenaed for trial; and they give the defense attorney something to use to try to confuse your testimony. (Incidentally, you're all the more unconvincing to the judge or jury if you testify the same way you write, as many officers do.)

Luckily, it's easy to break your bad writing habits and eliminate all the unnecessary problems you've been creating. Most of the problems result from your attempts to copy the reporting style of other officers, and from your eagerness to display your literary style. Therefore, about all you have to do to correct these problems is to write more naturally.

If you think you have to show off your literary style and your impressive vocabulary, write a novel. Police reports should be kept simple, straightforward, and clear. They are the wrong place to express your creativity. Their purpose is to inform, not to confuse or entertain.

The best way to write a police report (and the best way to testify, incidentally) is to be yourself. Remember that the purpose of your reports and testimony is to communicate information. You fail to achieve this purpose when you abandon everyday language and your natural methods of communicating, and adopt the totally unnatural and confusing language and methods of the "standard" police report.

Here are a few suggestions for a better report format, improved word usage, and a better writing technique. These suggestions are guaranteed to make your reports more readable and more factual, with less effort than you're probably expending now on your lousy reports.

FORMAT:

(1) Details which are going to be important in every report filed (such as date, time, location, and identities) are normally provided in the standard heading. Once listed, these items do not need to be duplicated in your narrative. Probably two-thirds of all reports have a duplicative "introductory" statement which should be omitted.

For example, after completing the appropriate blanks in the heading, the officer begins his narrative by saying: "On above date and time undersigned responded to above location and contacted above-listed party." If this information has already been given, leave it out of your narrative. Get right to the facts.

(2) Another wasteful and confusing practice is the endless repetition of such words as "suspect," "victim," "subject," etc. Repeating these labels each time you mention someone's name in the narrative simply wastes time and words, and adds to the confusion. A better practice is to list in the heading, and fully identify (by name, sex, DOB, address, phone, and role-e.g., "witness," etc.), everyone materially involved. Then refer to them in your narrative only by last name (use full name if two or more share a last name).

EXAMPLE

*Bad: Victim #1 told Suspect #2 that
 Victim #2 was going to Suspect #1's
 house.

(This "numbering system" forces the reader to turn back constantly to the heading to see who "Suspect #2" is etc.)

*Better: ASA told BLUE that CORD was going to
 DOAN's house.

Good examples of standard report forms which use this more sensible format are Garden Grove Police Department forms 307 and 313.

(3) When you are going to report a number of things told to you by someone, do not begin a dozen sentences with the words, "EASTER related that..." It is better to say, "EASTER gave the following account;" and then set forth what he told you.

EXAMPLE

*Bad: EASTER stated he saw it all. He further stated FRANKS started it. EASTER related that GRANT waved a knife. EASTER explained that HAWKS fell. EASTER continued by adding that IRWIN fled.

*Better: EASTER said: FRANKS started it; GRANT waved a knife; HAWKS fell; and IRWIN fled.

(4) Do not use rambling sentences or long paragraphs. Paragraphs of more than 4 or 5 sentences are harder to read and digest.

WORD CHOICE:

Some words seem to have a special appeal to police officers, and I don't understand why. They are among the most ambiguous and least descriptive words in the language.

(1) The worst is probably "indicate." A person can "indicate" by saying something, by shaking his head, by pointing, by glancing, or through a facial expression or sign language. He can indicate directly or indirectly. Putting a statement in a report which says that someone "indicated" something is not very helpful.

EXAMPLE

*Bad: KREBS indicated that he did not desire to submit to custody.

*Better: KREBS said: "You ain't taking me, pig!"

(If you use the word "indicate" while testifying in court, your answer may be stricken as "conclusionary.")

(2) Another poor word is "contact." You can "contact" a witness in person, by phone, by letter, by telegram, or by E.S.P. Each of these methods presents different problems of proof. Instead of saying that someone "was contacted," say who did it, and how.

EXAMPLE

*Bad: LEWIS was contacted at his home.

*Better: I phoned LEWIS at his home.

(Don't use the ridiculous expression "telephonically contacted" when you mean "phoned.")

(3) "Responded" is another overworked word that could always be replaced with a shorter, more factually precise word.

EXAMPLES

*Bad: I responded to First and Cherokee.

*Better: I drove to First and Cherokee.

*Bad: Her mother responded to the station.

*Better: Her mother came to the station.

*Bad: I responded to the security office.

*Better: I went to the security office.

(4) "Proceeded" is abused 2 ways.

EXAMPLES

*Bad: I proceeded to the rear yard.

*Better: I went to the rear yard.

*Bad: I proceeded to conduct an investigation.

*Better: I investigated.

*Bad: I proceeded to question the witnesses.

*Better: I questioned the witnesses.

(5) Instead of using vague words such as "observed" and "detected," simply say what you mean.

EXAMPLES

*Bad: I observed that there was a bottle on the floorboard.

*Better: I saw a bottle on the floorboard.

*Bad: I detected the odor of burning marijuana.

*Better: I smelled burning marijuana.

(6) If you have the terrible habit of using the senseless expression "It should be noted that...", start changing that habit with your next report. This phrase is just surplus verbiage.

EXAMPLES

*Bad: It should be noted that the trunk was empty.

*Better: The trunk was empty.

*Bad: It should be noted that he fell.

*Better: He fell.

When you throw "it should be noted that" into your reports, all you do is write--and force someone to read--five extra words which add absolutely nothing to the meaning. If you are typical, you use that phrase 5 or 6 times in each report, over 1000 times each year. That's up to 6000 words of pure report padding per year, per officer. Resist the temptation--do not use this ridiculous expression.

(7) As a rule, you should use the most specific words you can to describe things. Using general words and expressions usually just raises questions ("how?" "what kind?" etc.).

EXAMPLES

*General: It was determined that MOON was a minor.

***Specific:** A DMV teletype showed MOON's DOB
as 4-8-60.

See the difference? The specific statement tells you, in the same number of words, not only what the general statement tells, but also the two additional facts of exact DOB and source of your information.

***General:** NEAL is the sole occupant of the residence.

***Specific:** NEAL lives alone in the apartment.

The essential difference between general and specific terms is that a general term usually describes a category made up of specific things. A "residence" could be a house, an apartment, a mobile home, or a hotel suite. If you haven't said which it is, don't use the word "residence" until you do.

Being specific sometimes means that you use more words, but you'll still be ahead if you drop all the unnecessary words you've been using. And being specific always means that your report is less ambiguous and more factual. It's the difference between telling someone, "There's somebody here to see you," and saying, "There's a tall, buxom, blue-eyed blonde here in a bikini."

(8) Here is a list of some of your most popular expressions, and some suggested substitutes to eliminate work and increase clarity.

BAD	BETTER
related	
stated	
explained	said
articulated	
verbalized	
informed	
advised	told
notified	
instructed	
altercation	
mutual combat	
physical-	fight
confrontation	

BAD	BETTER
verbal altercation verbal dispute heated debate fiery exchange of words verbal flare-up	argument
regarding in regard to reference in reference to	about
due to the fact that in view of the fact that in light of the fact that	because
at this point at this time at which time at this point in time	then (often, you need no substitute-- just leave these words out.)
utilize make use of employ	use
kept under observation maintained surveillance over visually monitored	watch

There are many more, of course. Review a few of your old reports and see how often you've used ambiguous or meaningless language where shorter and more precise language would have achieved your communication goal much better.

The best advice I can give about word choice is this; put things down the same way you'd tell it to a neighbor--use everyday language and be as factually specific as you can.

TECHNIQUE:

Just two major changes in the reporting technique I see most often could turn lousy reports into good ones.

(1) Stop pretending that the pronouns "I" and "me" are poison. Nobody really believes that your reports are more objective simply because you call yourself "this officer," or "the undersigned," or "writer," etc.

In fact, use of this archaic third-person narrative makes your reports seem suspiciously unnatural and unnecessarily confusing. If anyone in law enforcement has a justifiable reason for preferring the awkward third-person style to the straightforward first-person style, I haven't heard it.

A juror once asked me, after a trial in which police testimony and reports were in evidence, "Why do the police write and speak like they don't want you to understand them? What've they got against straight talk?"...What DO you have against straight talk?

"I" is one of the shortest words in the language, and "me" and "my" aren't much longer. You may have been told in your college creative writing course to avoid these pronouns, but when you are composing a police report about things, you did, don't worry about creative writing--just communicate.

Look at the difference:

EXAMPLE

*Bad: This officer verbally advised OWENS to give this officer the baton belonging to this officer.

*Better: I told OWENS to give me my baton.

(2) The second thing you should do is to stop using what grammarians call the "passive voice." Almost every report I see has been so inflated and complicated by the passive voice that this one change in writing style could easily reduce report length by 20% and increase factual clarity by 80%.

The alternative to the passive voice is called "active:"

EXAMPLE

*Passive: PERKINS was arrested by me.

*Active: I arrested PERKINS.

What's the difference? In this example, the "active" sentence uses 40% fewer words to say precisely the same thing as the "passive." This example shows the most common use of the passive voice--the extra words are usually "was" and "by."

The worst feature of the passive voice, though, is not the extra length it adds to most sentences where it is used; it is worse that you often use it in such a way that you create an unanswered question when you are supposed to be communicating specific facts.

EXAMPLE

*Passive: A knife was found in QUINN's right boot.
(Who found it? Most arrests involve at least 2 officers.
Will you remember later who found the knife? Can the DA tell
from your report whom to subpoena for trial?)

*Active: Officer RAY found a knife in QUINN's
right boot.

*Passive: It was ascertained that a gun had been
drawn by SANTOS.
(How was it ascertained? By whom?)

*Active: TAYLOR told me he saw SANTOS draw a gun.

*Passive: The booking process was completed on
USHER and the broadcast was cancelled.

*Active: Officer VANCE booked USHER and I
cancelled the broadcast.

See how the active voice forces you to be more precise (and usually saves several words per sentence)? There are times when the passive voice is appropriate, but a good rule for police report construction is this: If you can say it in the active voice, don't use the passive...Your reports will then answer questions, rather than raising them, and will be informative, rather than just wordy.

Any single poor writing habit is bad enough, but when you string several bad ones together, as many officers do, the result is even worse.

EXAMPLE

*Bad: On above date and time at referenced location, this officer was verbally advised by reporting party that suspect #3 and victim #2 became engaged in a verbal dispute, which then escalated into a physical altercation between victim #2 and suspect #3. It was unknown by reporting party which of the subjects had actually initiated the physical altercation. It should be noted that when this officer responded to the location of victim #2, this officer was able to observe no indications of the altercation, except that on contacting victim #2, it was ascertained by this officer that victim #2 was indicating that he was suffering a painful head. It should be noted further that in view of this fact, a unit of the paramedics was requested by this officer at this time.

*Better BIRD told me GOON and MEEK argued and then fought, but he did not know which of them was first to use force. MEEK said his head hurt, so I radioed for the paramedics.

The "better" example is shorter, NOT because any facts are omitted, but because all the meaningless, surplus words and phrases are left out. Remember that the only words you should eliminate are those which add nothing. Always include in your report anything which may conceivably be relevant to the case (see "CONTENT CHECKLIST," Appendix C).

For a further illustration of the difference sensible writing technique can make, see the sample reports in Appendices A and E. SAMPLE REPORT 1 is an actual report from a local agency. It is not the worst report I could find: I selected it because it is typical of the reports most of you write. Only the names and places have been changed. You will notice that, like many of your own, this report is bloated with most of the wordy, meaningless expressions I've singled out above.

SAMPLE REPORT 2 is the same report, with deletions and short modifications, to show you how the officer could have said all the same things far more clearly, and in 45% fewer words. Notice that I could not always rewrite the passive sentences into active voice, because the very information needed to rewrite the sentences is the information left unknown by using the passive voice.

As I suggested earlier, some of your bad writing habits are carried over into your testimony. Appendix D contains some hints on how to testify (and how not to).

A final word; whether writing or testifying, always keep your purpose in mind, be natural, and strive for clarity, accuracy, and completeness. You'll find that following these suggestions generally requires less effort, not more, and will make you far more effective in communicating information.

APPENDIX A

SAMPLE REPORT 1

(The standard heading of the actual report showed it was for a 647f arrest of two men, who were fully identified, and a juvenile detention, occurring on 2-16-76, at 12:35a.m., at 400 S. Cherokee.)

FURTHER DETAILS:

On 2-16-76, at 12:35a.m., this officer, while in the parking lot of Tic Toc Market at First and Cherokee, was contacted by an unknown named subject who advised this officer that in the alleyway at 400 South Cherokee two subjects were engaged in a fist fight.

This officer responded to that location and upon arrival observed two subjects to be facing each other as if they were going to begin to fight. This officer exited the police vehicle and upon doing so subject YOUNG turned and ran eastbound through the alley. At this time this officer responded to subject WELLS who was standing at the location and this officer yelled at subject YOUNG to freeze and to return to this officer. YOUNG appeared to be extremely intoxicated and turned around and ran back towards this officer.

At this point this officer asked subject WELLS what had transpired and subject WELLS simply did not answer this officer. It should be noted that at this time, Officer Brown had arrived at the scene and both subjects YOUNG and WELLS were once again facing each other. This officer heard the subject WELLS state to YOUNG, "Okay, if you want to fight, let's go!": at which time subject WELLS took a karate type stance, as if he was preparing for a fight. At this time this officer stepped in between both subjects drawing the baton from the baton ring and ordering subject YOUNG to the rear of a vehicle which was parked in the alley approximately five feet away. Due to the fact that subject YOUNG was extremely intoxicated this officer placed subject YOUNG under arrest for being drunk in public. The subject was handcuffed and placed in the rear of this officer's police vehicle. It should also be noted that subject WELLS was also extremely intoxicated and was in fact taken into custody

by Officer Brown upon request of this officer. Subject WELLS at this time was placed in the rear of Officer Black's vehicle and then replaced into Officer Green's vehicle.

It should be noted that while both subjects were facing each other this officer got a chance to look at subject WELLS' face and also subject YOUNG's face. It should be noted that on WELLS' face there was a small cut below the right eye which appeared as if subject WELLS had been struck by the subject YOUNG. This officer had information from the subject, who informed this officer of the fight, that both subjects had already in fact been fighting.

It should be noted that subject YOUNG had a reddening mark under one of his eyes which appeared that subject YOUNG had been struck by the subject WELLS. While this officer was attempting to conduct an investigation by contacting witnesses, contact was made with the suspect LIBBY PINK.

This officer asked LIBBY PINK if she had seen any actions that had taken place at that location at which time she stated no she did not and that she wasn't going to say anything. At this time this officer asked for identification from the subject LIBBY PINK, at which time she stated that she did not have any and that she would not answer any questions asked by this officer. It should be noted that subject LIBBY PINK appeared to be very young and attempts were made to obtain identification and also her age. The subject LIBBY PINK stated to this officer that she had driven to the location in a vehicle and would supply this officer with no further information other than her home phone number. This officer contacted witness AL PINK, who advised this officer that the suspect in question was in fact only 16 years old and he had thought that she was at a movie. Due to this fact the subject was taken into custody by this officer for violation of curfew.

The suspect was transported to the city police department where she was placed in a juvenile detention room. The suspect's father was then contacted by this officer and advised of the circumstances and suspect LIBBY PINK was released to the

custody of AL PINK. It should be noted that a juvenile contact report was completed on this subject by the undersigned.

It should be noted that both suspects involved in the fight were transported to the city police department where they were released to the custody of the jailer. No further action taken by this officer.

It should be noted that at no time during the confrontation in the alley did this officer or any other officers become involved in any type of altercation with either suspects WELLS or YOUNG.

APPENDIX B

SAMPLE REPORT 2

In the parking lot of Tic Toc Market at First and Cherokee a man told me that in the alley at 400 S. Cherokee two men were fighting.

I went there and saw two men facing each other as if they were going to fight. As I left my police car, YOUNG turned and ran east through the alley. I walked to WELLS and I yelled at YOUNG to stop and return. YOUNG appeared to be extremely intoxicated; he turned around and ran back towards me.

I asked WELLS what had happened; he did not answer. Officer Brown had arrived at the scene and YOUNG and WELLS were facing each other again. I heard WELLS say to YOUNG: "Okay, if you want to fight, let's go!" Then WELLS took a karate-type stance, as if he were preparing for a fight. I stepped in between both men, drew my baton, and ordered YOUNG to the rear of a parked vehicle about five feet away. Because YOUNG was extremely intoxicated, I arrested him for being drunk in public. I handcuffed him and put him in the back seat of my police car. WELLS was also extremely intoxicated. At my request, Officer Brown arrested him and put him in Officer Black's police car, and then into Officer Green's.

While YOUNG and WELLS were facing each other, I had seen their faces. I saw a small cut below WELLS' right eye; it appeared that YOUNG might have struck him. I had information from the man who told me of the fight that both men had been fighting.

YOUNG had a reddening mark under one of his eyes; apparently WELLS had struck him. While I was talking, I spoke to LIBBY PINK.

I asked LIBBY PINK if she had seen what had happened. She said, "no," and that she wasn't going to say anything. I asked her for identification. She said she had none and would not answer any questions. She appeared to be young, so I asked for identification and asked her age. She said she had driven there and would give no further information, other than her home phone number. I called AL PINK, who said that LIBBY was 16 years old, and that he thought she was at a movie. I detained LIBBY PINK for curfew violation.

I drove LIBBY PINK to the police department and put her in a juvenile detention room. I then phoned her father and told him what had happened. I released LIBBY to him, and completed a juvenile contact report.

Both suspects involved in the fight were taken to the city police department where they were released to the custody of the jailer. I took no further action.

Neither I nor any other officer was involved in any kind of altercation with WELLS or YOUNG in the alley.

*The best way to compare the two samples above is to look at each sentence of the original report, then look at that same sentence in SAMPLE REPORT 2. To make this comparison easier, I've used the same paragraph divisions.

APPENDIX C

CONTENT CHECKLIST

When you file an arrest or crime report, remember that it serves different purposes--for the detectives who will continue the investigation; for the prosecutor (who can't usually call and discuss the case before deciding whether to issue a complaint and whom to subpoena): for the defense, who will use it to try to get a charge reduced in negotiations, or to impeach you or other prosecution witnesses at trial; for the judge or jury when the report is in evidence; for you yourself, when attempting to refresh your recollection for trial; and for the department, when someone complains or files a lawsuit.

As appropriate to the particular kind of case, check your reports for the following:

*ELEMENTS OF THE OFFENSE

Obviously, you'll have to be familiar with the elements of each crime. If you're in doubt, read the section and ask your supervisor. If you fail to include the facts which show a necessary element, and if that missing element can't reasonably be inferred, the DA may be unable to issue a complaint.

As an example, refer back to SAMPLE REPORT 1. Bearing in mind that the arrest was for PC 647(f), look closely to see what the officer said to support the charge. You will discover that the report shows the suspects were in public; however, the only statements to show intoxication were the officer's declarations of opinion that the men were both "extremely intoxicated." Although you may state your opinion about drunkenness, you should include your observations to support that opinion: demeanor, speech, gait, etc.

*PENALTY-ENHANCING CIRCUMSTANCES

If the particular crime can be punished more severely under specified conditions (e.g., armed with deadly weapon, in the night, against a peace officer, etc.), be sure to include the facts which will support the increased penalty, whenever present. Don't wait to bring them out on trial--they must be alleged at the time the complaint is filed.

***PROBABLE CAUSE FOR STOP/DETENTION/ARREST**

As you know, even an obviously-guilty felon can get a free crime if we have serious problems here. GO INTO THE GREATEST POSSIBLE DETAIL ANYTIME YOU REPORT FACTS ABOUT A SEARCH AND SEIZURE ISSUE.

Instead of simply saying: "I stopped the car for a traffic violation," say: "I stopped the car because LUCAS made a right turn from a lane marked 'Left Turn Only' going from northbound First onto eastbound Cherokee." (Hopefully, even if you develop a major felony arrest from the carstop, you will still issue the traffic citation; otherwise, some judges may believe the traffic violation was fabricated to supply P.C. after the arrest.)

The cases hold that you must be able to state "articulable facts? to show your P.C., each step of the way. Mention every observation, any report you had, any radio dispatch, any bulletin you'd seen, and any prior experience which contributed to your suspicions about the arrestee. And don't be general and conclusionary. Instead of saying: "It was a high crime area," say: "The area for a radius of approximately 1/4 mile from the scene of the arrest had experienced 21 burglaries, 2 armed robberies, and 8 cases of malicious mischief within the past 12 weeks, making it one of the highest crime areas in the city. Most of the crimes had occurred at night."

When discussing "furtive movements," "suspicious actions," and people or cars which "fit the description," get specific, and spare no detail! Who made the furtive movement? What did he do? How? Where? When? What made it "furtive?"... How did he fit the description? What was it? Where did you get it? What was similar? How?

I have seen many reports with too little information on probable cause: I have never seen one with too much.

***BASIS FOR SEARCH AND SEIZURE OF THE PERSON/VEHICLE**
***BASIS FOR ENTRY INTO PRIVATE DWELLING**

Unless your report shows that you took evidence on authority of a search warrant, include all facts which show your legal basis: consent, incident to lawful arrest, contraband in plain view, imminent destruction of evidence, crime in progress, exigent circumstances, etc. Again, be as specific and detailed as possible. If two or more bases exist, cover them all completely.

***"MIRANDA" ADVISEMENT AND WAIVER**

Unbelievable as it may be, police reports occasionally contain details of an interview and full admissions, without saying a word about advisement and waiver! Your discussion of these topics should show where and when the advisement occurred, who was present, what representations were made, the absence of threats and promises, your method of explaining suspect's rights, and his method of acknowledgment and waiver.

Instead of making a statement that "He understood and waived his rights," write down what he did and said: "When I asked if he understood, he said, 'I've heard 'em a dozen times... I probably know 'em better than you do...I know all that stuff. Ask me anything you want to...I ain't got nothing to hide, and I don't need no stupid lawyer, neither!'"

Particularly if your suspect is young, intoxicated, emotionally upset, or interviewed soon after a trauma or serious crime, you must anticipate that even after an admission, he may claim there was no intelligent waiver. Be sure your report contains every detail of your advisement and waiver.

***STATEMENTS BY SUSPECTS**

Do not say: "The suspect admitted to the crime:" use his words: "LARSON said, 'I run up behind her and grabbed her purse before she knew what happened. Then she started yellin' and everything, so I jumped on my Moped and split.'"

Report everything the suspect says in explanation of his actions: if it is inculpatory, it may be admissible as a spontaneous utterance, an operable fact, etc., even without an advisement and waiver; if it is exculpatory, it is probably hastily-fabricated and can be exposed at trial more easily than a story contrived between booking and trial. Don't make the mistake of including only the inculpatory statements--sometimes a blurted-out excuse or alibi can do as much to convict a criminal as an admission.

***STATEMENTS BY WITNESSES**

These fall into two categories and should be viewed somewhat differently. If the witness seems friendly to the suspect, report his exact words, in detail, whenever possible. His statements may be used to impeach him at trial if his testimony is inconsistent with them.

For all other witnesses, including the victim, be cautious about reporting direct quotes and minute details of their statements. At trial, you will not be able to testify as to what a witness told you (hearsay), except for limited purposes, such as impeachment. If your report shows the victim said something that conflicts with his testimony, you may be called as a defense witness to prove that a prosecution witness made a "prior inconsistent statement." Therefore, you should be very sure you are correctly attributing a precise detail to the right witness--double check it with the witness before leaving the scene, and be sure your notes are clear.

When reporting from memory, don't guess at which of several witnesses made a particular comment, and don't put something down just because you think that's what the witness meant. Your recitation of witnesses' statements must be accurate.

*SUSPECT'S DEMEANOR

In cases of serious crimes where it is reasonable to anticipate that the suspect may advance a defense of "diminished capacity," you should carefully record your observations of his demeanor. You may note, for example, that he did not show any signs of intoxication, that he gave you a detailed statement of everything that happened, that he knew where he was, what time and day it was, and what he had been doing, or that he made statements or asked questions (specify what they were) which tend to show his awareness of the situation.

*CLIFF-HANGERS

Perhaps nothing is more frustrating to those who read your reports than to be given enough facts to show an issue or a question, and then be left hanging, wondering about the resolution.

For instance, if your report describes a crime occurring in January, with a known suspect, and an arrest in July, with no mention of the reasons for the 6-month delay in making the arrest, readers can only guess and wonder. The defense attorney in such a case would file a motion to dismiss for lack of speedy trial, and the prosecutor would be on the defensive, without sufficient information to respond. In cases of delayed arrests, your reports should show what efforts you made to effect an early arrest, and why these efforts were unsuccessful.

In cases involving scientific analysis, be sure to include the results in your report, or attach a copy of the criminalist's report to yours, if available. Before submitting reports to the DA for complaints, check to be sure you are forwarding all the reports needed for a full account of what happened.

*As you write each report, keep in mind the different purposes it serves for the various people who use it . From their points of view, check it to insure that it will communicate accurately and completely.

APPENDIX D

WHEN YOU TESTIFY...

*Come prepared. If possible, you should:

*Review your report.

*Bring a copy with you...it may be permissible to refresh your recollection from it.

*Review any documents or items of evidence you are ordered to bring to court. Be sure you can identify them, if necessary.

*If appropriate, revisit the scene, and be prepared to draw diagrams.

*Let the court know if--and why--you are going to be delayed in arriving.

*Seek out the prosecutor ahead of time and review your testimony with him. Be sure to mention any unusual facts about the case.

*You take the stand as a witness, not as an advocate. Therefore:

*Don't try to help the DA.

*Don't try to hinder the defense attorney.

If the jury gets the idea you are anxious to answer the DA's questions and reluctant to answer the defense, they may think you're trying to hide something.

*Don't beat around the bush, and don't disguise your answer in a lot of police doubletalk--do not refer to yourself in the third person ("this officer").

*If you are certain about an answer, sound like it. Be forthright and firm.

*If you are not certain of an answer, make that clear:
"I'm not sure, but I believe it was blue."

*If you don't recall, just say, "I don't remember."

*If you do not know an answer, say, "I don't know." Do not start guessing and then be forced to back down and admit you were guessing. The jury will wonder how much of your total testimony was guesswork.

*Do not argue with anyone. Be equally courteous to both the DA and defense attorney.

*Speak clearly and loudly enough to be heard.

*When an objection is made, stop talking and wait for the judge to rule. If the objection is overruled, you will be allowed to answer; if it is sustained, wait for the next question.

*Try not to become annoyed by repeated defense objections. It is the DA's job, not yours, to find a way to bring out the evidence.

*If an objection or a motion to strike is aimed at your answer, it will often be for one of 2 reasons: (1) your reply was unresponsive; or (2) you stated a conclusion, rather than an observation.

EXAMPLES

(1) Q: Did the defendant say anything?
A: He didn't have to. (unresponsive)
*A: No. (OK)

(If you can, answer yes-or-no questions "yes," or "no," and wait for the next question.)

Q: Where were you at that time?
A: I was worried about my partner. (unresponsive)
*A: I was just inside the back door. (OK)

Most unresponsive answers are given because the witness is anticipating the attorney's line of questioning--don't do this. Be patient, and confine your answer to the scope of the question. The attorney can then keep the questions and answers in a logical, orderly sequence.

(2) Q: Why did you approach from the south?
A: Because he couldn't see me that way. (conclusionary)
*A: Because he was facing north, and I didn't want him to see me. (OK)
Q: What did the defendant do then?
A: He got mad and decided to fight. (conclusionary)
*A: He clenched both his fists, put his left fist a few inches in front of his face, and pulled his right fist back alongside his right shoulder. (OK)

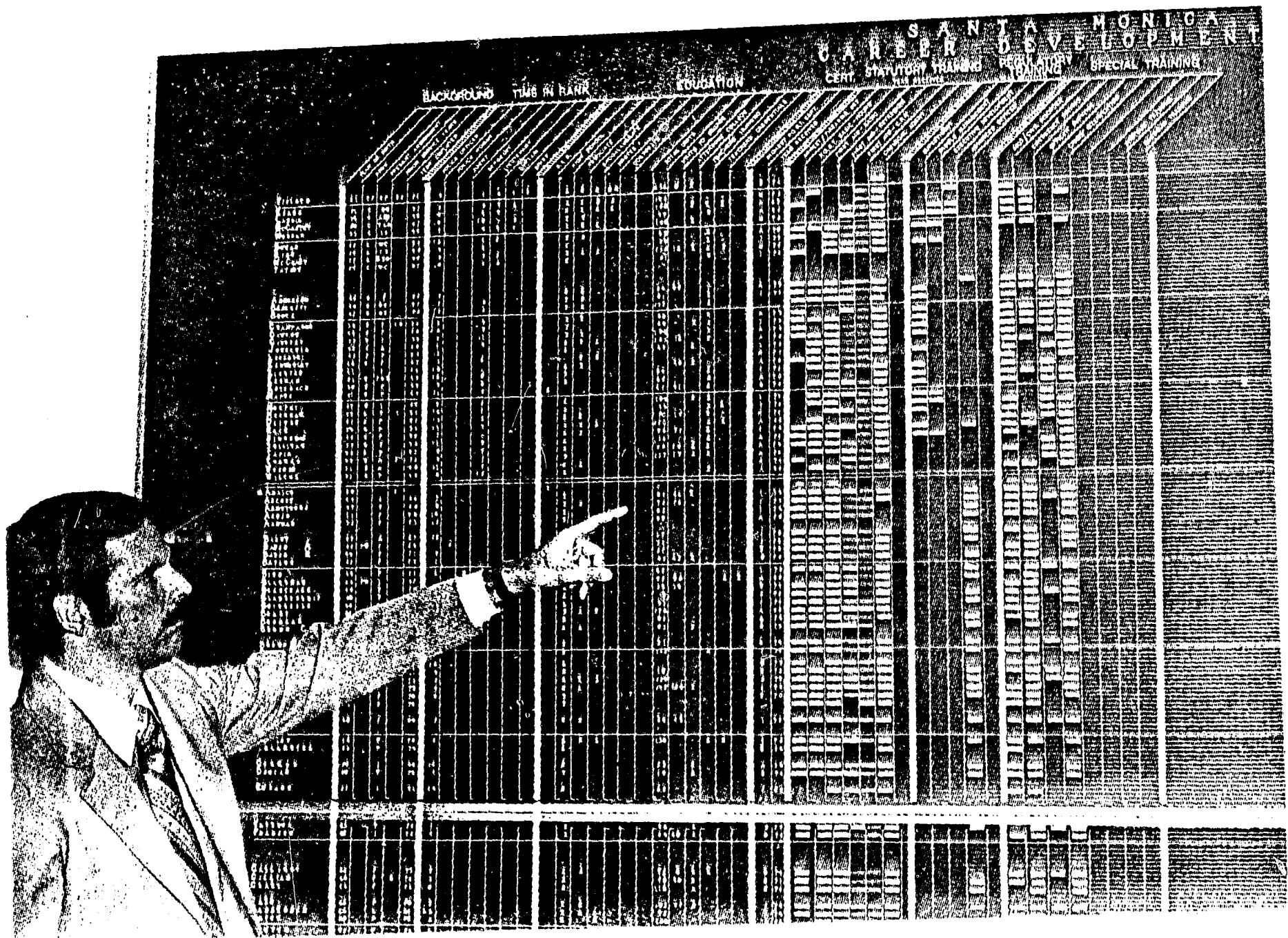
In general, avoid offering your conclusions about someone's abilities or mental state, unless you are specifically asked.

- *If you are the victim, the arresting officer, or the investigator, nobody really expects you to be unbiased. They do expect you to be fair and completely honest. Every answer you give, and your demeanor on the stand, should demonstrate that you are fair and honest.
- *When you are excused, leave the courtroom (unless requested to remain). Do not display an inordinate interest in the outcome of the trial.
- *During recesses, and after the trial, do not discuss the case in places where jurors might be present. Conduct yourself at all times around the courthouse as if every civilian you see might be on the jury.

#

CONTINUED

1 OF 3



POLICE DEPARTMENT & TRAINING PROGRAM

TRAINING BY ASSIGNMENT

Year of Birth	Background	Time in Rank	Education	CERT	Statutory Training (Year Received)	Regulatory Training (Year Received)
Rank						
Present Assignment						
Prior Service (Yrs.)						
Year Employed						
Patrolman						
Sergeant						
Lieutenant						
Captain						
GED						
High School						
Associate						
Baccalaureate						
Master						
Doctorate						
Total Units						
Units to Degree						
Attending College						
Teachers Training						
Teachers Credentials						
Highest POST Certificate						
Year Received						
Arrest/Firearms						
POST Basic PC 832						
First Aid Basic						
First Aid Refresher						
First Aid C.P.R.						
Chemical Agent						
Supervisory						
Middle Management						
Executive Development						
Advanced Officer						

[illegible]

Crime Scene Investigator	
Training Manager	
Personnel	
Firearms Instructor	
Fiscal Management	
Research and Development	
Planning	
Community Relations	
Crime Prevention	
Intelligence	
Internal Investigation	
Inspections	
Records	
Communications	
Crime Analysis	
Traffic Analysis	
Statistical Analysis	
Electronic Data Processing	
Jail Operations	
Jail Management	
Management	

CHAPTER III. CASE SCREENING

One of the latest tools to be introduced into the management of criminal investigations is case screening. Based upon experience and research efforts, an increasing number of police executives are looking at case screening as a means by which they can maximize the effectiveness of their investigative and uniformed personnel, a critical need in the light of the fiscal constraints most municipalities face.

What is case screening? Simply stated, it is a mechanism that will facilitate making a decision concerning the continuation of an investigation based upon the existence of sufficient solvability factors during the initial investigation.

Solvability factors are those elements of information regarding a crime which have in the past proven to be important in determining the likelihood of solving a crime. Case screening is designed to provide sufficient information about a case at the earliest possible time in the investigative process to permit a decision with respect to the desirability of continuing to invest investigative resources in the case. The outcome will be either early suspension of unpromising cases or a follow-up investigation of the reported crime. The proper use of the screening procedure enables the police executive to exercise control over the expenditure and kind of investigative effort to be made.

In short, the police executive will be able to determine whether the facts available warrant investing investigative resources in the particular case.

Is case screening a new concept? The answer is an absolute NO! Police agencies have always screened cases in one manner or another. However, the screening process in the past has usually occurred as a result of individual detective's action on an informal basis. Each detective has traditionally taken the cases assigned to him or her and sorted them into two categories: (1) those which are worth pursuing because information and leads are alive and likely to lead to solution and (2) those which will never be solved on the basis of information available (and on the basis of experience gained in attempting to track down similar cases in the past).

The establishment of a formal case screening system can bring about a major and critical improvement over an informal system. It takes the decision-making authority for investigation of reported crimes out of the hands of individual detectives and places it in the hands of management--where it properly belongs. The police executive cannot manage and control the investigative process workload unless he monitors the commitment of investigative resources and then makes critical determinations concerning allocation of resources.

Recent studies suggest that a management decision to establish case screening and implement early case-suspension will result in a reduced number of cases referred to detectives. In the absence of such a system of screening and early suspension, a considerable amount of investigative time and energy is wasted by detectives in unproductive follow-up activities. An inherent danger is that by allowing individual detectives to control their own workloads, there is a natural tendency to exaggerate the volume of effort required. When more manageable detective caseloads are achieved, investigators will be able to concentrate their

efforts on solvable cases, which should lead to more prosecutions through more thorough case preparation.

Another obvious advantage of case screening to the police administrator is the opportunity to review investigative performance on the basis of realistic (and actual) investigative workloads.

There are a number of other benefits to be realized by introducing a formal case-screening system. For example, according to a report published by the Police Foundation on the experience in Rochester, New York, prior to the introduction of a case-screening system, patrol officers had little motivation to conduct a "good preliminary investigation."

This was attributed to a number of factors. Primarily, it was due to the officers' realization that their work would be passed on to detectives, who would probably criticize and unquestionably duplicate the work. With the constant repetition of this process the patrol officers tended to produce preliminary investigative reports in a perfunctory manner, since the entire matter was perceived as a nuisance and a burden. At the same time, the patrol officers had never been given clear or definitive guidance on conducting a preliminary investigation.

As a result of working more closely with investigative personnel, and the development of new procedures, officers became more inclined to conduct thorough preliminary investigations. In essence, the purpose of the preliminary investigation became the hunt for solvability factors. At the conclusion of the initial investigation, each case was screened

on the basis of the existence of solvability factors and certain other exceptional criteria, and a decision was made on whether the crime would be investigated further.

The experience in the Rochester Police Department suggests that case screening can result in improved morale as well as in better quality. By concentrating follow-up investigations on the more promising cases, the police will have a greater capability to uncover new information which will lead to greater success in making arrests.

III. CASE SCREENING

A. PRIOR TO MCI APPROACH

Prior to implementation of the MCI system there was no formal case screening process. All cases were forwarded to the Investigations Bureau for some type of follow-up contact or investigation.

As stated in the MCI component theory, each investigator received the cases assigned to him and processed the cases informally. Those cases which presented leads which might lead to successful case closure were pursued as soon as possible. The cases which presented little chance of closure were allowed to die a natural death. Each investigator used his own decision criteria rather than a single standard measure.

Supervisors had a difficult task in determining the true case load of an investigator based upon investigative effort. The decision-making authority for investigation of reported crimes was in the hands of the individual investigator instead of management.

B. THE MCI CONSIDERATIONS

There were two known major approaches to developing case screening criteria.

The first approach involves the development of a listing of unweighted criteria for the screening of cases, and the second establishes a listing of weighted criteria.

a) Unweighted Case Screening Approach

Inherent in the "unweighted screening" approach are two basic methods for establishing the criteria. They can be established by a unilateral determination by a police executive or by the task force of experienced investigative personnel without the benefit of an in-depth statistical analysis of how cases have been solved in the past.

The Rochester Unweighted Case Screening Approach--In

Rochester, New York a departmental task force designed and field-tested a case screening system using experimental solvability factors. After considerable testing, the department became convinced that the most productive initial investigation by the uniformed officer involved a search for solvability factors which could lead to an early decision to suspend a case. A new form was developed which permitted the patrol officers to search for solvability factors and decide whether early suspension was appropriate.

The Case Analysis Approach--Other departments throughout the country have developed similar programs to use solvability factors in determining the outcome of initial investigations. They have derived case screen-rules, in part, from an analysis of cases which have been successfully solved. In effect, the agencies have learned from their successes and failures.

- b) Weighted Case-Screening Approach--The weighted case-screening methodologies vary from the nonstatistically derived system of Multnomah County, Oregon, to the statistically derived system of Oakland, California.

An analysis of the two decision models shows that there is a similarity between variables and their relative weights in contributing to case clearance. In both models, a witness or victim provides the most useful information leading to case clearance. One difference which should be noted between the two models is the dominance of vehicle information in the robbery decision model as the next-most-important information element.

It appears clear, regardless of the method used, that there are certain critical pieces of information needed if a case is to be solved through investigative activities. The practical experience of police agencies and efforts by researchers suggest that the following items of information appear to be vital to successful conclusion of an investigation.

1. Witness to the crime
2. Suspect named
3. Suspect known
4. Suspect described
5. Suspect identified
6. Suspect previously seen
7. Vehicle identified
8. Traceable property
9. Significant M. C.

10. Limited opportunity for anyone other than the suspect to have committed the crime
11. Significant evidence
12. Lapse of time between crime and initial investigation less than one hour.

C. THE MCI APPROACH

1. Development of a Case Screening Model

Staff meetings were held to discuss the different approaches and to select the design to be utilized by the Santa Monica Police Department.

The "Weighted Case Screening Approach" appeared to pose some initial problems as each category of crime classification would have to be evaluated and a decision model with different values applied. In addition the screening process was to commence as soon as possible with the use of the old crime report form. All cases would initially be screened by the Investigations Bureau screening officer and he would have to tabulate the points for the solvability factors in each case before arriving at a decision as to whether to proceed with an investigation or not. This would introduce a significant delay during this critical decision period.

The "Unweighted Case Screening Approach" appeared to offer the easiest decision criteria based simply upon solvability factors and was a model which could be introduced rather quickly. This selection was all the more expeditious when it is realized that both decision models utilized similar critical pieces of information when forming their determination factor.

Once it was decided to use the "unweighted Case Screening Approach" a determination had to be made on the value of each solvability factor to solving the individual case. It was decided that during the initial training phase a two column decision review would be

beneficial. A case screening check list of "Rochester's Solvability Factors" was used. These, plus a couple of Santa Monica's decision points, represented the decision determination. The decision criteria was listed in one numbered column. In the other two columns were the categories of "Investigation Required" and "Investigation Possible." "Investigation Required" would always require some type of follow-up investigation. "Investigation Possible" may or may not be followed up. (See addendum 3A).

The separation of decision was based upon how much information was available in the noted factor. An example is, "Can suspect be described?" If a description is listed as "male, about 5'10" in height", that description would be of little value in a county with a population of 7 million persons.

The check list also served as a training tool to supplement verbal training and so that personnel involved could be trained on the philosophy of case screening on a case by case review. This training tool worked very well to establish uniformity between the MCI staff, case coordinator, supervisors, and investigators in reaching the same understanding of solvability factors and case screening criteria. The form was utilized until the implementation of our revised crime report.

Questions are often asked regarding the handling of cases which were not assigned for active follow-up investigation. This topic will be discussed in Chapter 4.

2. Case-Screening Mechanism

It has been stated that Case Screening is more than case review, it is a formal mechanism for making a decision on whether or not to continue an investigation. Case Screening should result in a supervisory review, verification, and approval of the continuation or non-continuation of an investigation.

It was decided that the screening process should begin at the earliest level possible. This was made possible by placing the solvability factors on the crime report and listing them so that they could readily be reviewed for decision purposes. (see addendum 2C)

The case screening review and recommendation was implemented at three (3) decision levels. The first review is made by the reporting officer, the second by the approving report supervisor, and the third by the Investigations Bureau screening officer. Each level of decision has the opportunity to make a recommendation based upon their observation, training and expertise. Each level has a specific area to mark his recommendation. This practice also serves as a training device to enhance the individual philosophy of "case screening" and "solvability factors" through officer feed back.

There is an informal fourth level of case screening which is conducted by the Investigations Bureau supervisor as the reports pass from the case coordinator to the investigator. Should a particular case be such that it might be either assigned or non-assigned, the case coordinator would discuss the matter with the

section supervisor. This process is so well coordinated that it is rare that supervisor does not concur with the decision of the case coordinator.

Case screening decision philosophy comes only to the department after extensive training and constant feedback. Without this type of on-going process the department may well revert back to many individual philosophies.

The Investigations Bureau has set forth a procedure to insure that the principles of case screening continue as originally implemented. In addition to reviewing the individual crime reports for assignment determination, the Case Coordinator examines the report by individual segments and as a whole. Any report deficiencies are noted and the information returned to the Operations Bureau on a "Deficiency Report" form. The procedure acts as a training tool to improve the initial investigation and reporting thereof. (see addendum 3B). This procedure has resulted in generally better prepared crime reports than before the implementation of the procedure.

3. Case Coordinator

The Case Coordinator position is one of utmost importance in maintaining the highest level of achievement. It was decided that this position would be best served by utilizing an experienced investigator. Fortunately most departments have one or two investigators who meet the requirements for this important position. Some of those traits are:

- a) Excellent judgement and decision making ability.
- b) Up-to-date knowledge concerning all phases of police investigator techniques and information.
- c) Stability and flexibility.
- d) Good communication ability.
- e) Mutual respect by command and line personnel.

Due to the quasi-supervisory responsibilities this position was designated an "agent" position with additional financial compensation.

As the investigator's hours are staggered, starting times at either 8:00 A.M. or 9:00 A.M., the Case Screening Officer commences reviewing the previous day's or weekend's crime reports at 7:00 A.M. This review serves a twofold purpose:

- a) Screen cases to identify investigation status, as follows:
 - 1) Those cases having solvability factors sufficient to warrant investigation for felony or misdemeanor prosecution.
 - 2) Those cases to be reclassified for misdemeanor prosecution.
 - 3) Unfounded reports.
 - 4) Those cases lacking sufficient solvability factors to warrant any investigation.
- b) Serve as a training adjutant.

In order to insure continuity, a second officer has been trained as a replacement in case of vacation or illness. All supervisors are also familiar with the decision process

and paper flow and would be able to assume case screening responsibility should both officers be unavailable.

D. OBSERVATIONS

After selection and training of the case screening officer, a control group was started to test the screening process and the officers involved. The Crimes Against Property Section (Burglary Unit) was selected as the control group. This choice was made as burglary is a major problem in Santa Monica and the unit was reduced by 50% of its personnel (four officers to two). The control period was for 6 weeks, November 8 through December 17, 1976. During this period the number of cases to be investigated was reduced by 73%. If the original equation was 4 officers dividing 100% of the total cases then each officer received 25% of the total. During the control period the 2 officers divided 27% of the total cases or 13.5% for each officer. The extra time provided by this reduced caseload allowed for a more complete investigation of those showing solvability factors.

On January 1, 1977 case screening commenced for the entire Investigations Bureau. As a result of case screening approximately 71% of all Part I crimes (larceny-theft excluded) are screened away from active follow-up investigation. (see addendum 3C for example) At the same time we have observed our total reported Part I crime clearances (larceny-theft excluded) increase from 18% in 1976 to 24% in 1977. With reference to all reported Part I crimes, the clearances increased from 18% to 20%. The significance of these figures will be discussed more completely in the Conclusions Chapter.

Case Screening has led to a reduction in the number of unproductive cases that are followed up and with increased success in those cases which are investigated.

CHAPTER III ADDENDA

- 3A CASE SCREENING CHECK LIST
- 3B DEFICIENCY REPORT SLIP
- 3C CASE SCREENING MONTHLY SUMMARY

INVESTIGATIONS BUREAU
CASE SCREENING CHECK LIST

DECISION CRITERIA

INV. REQUIRED

INV. POSSIBLE

1) Suspect

- a) Suspect in custody?
- b) Suspect named?
- c) Can suspect be located?
- d) Can suspect be identified?
- e) Can suspect be described?

2) Vehicle

- a) Vehicle license no. known?
- b) Can vehicle be located?
- c) Can vehicle be identified?
- d) Can vehicle be described?

3) Property

- a) Can property be located?
- b) Was there a major Prop. loss?
- c) Can property be identified?
- d) Are serial numbers known?
- e) Is stolen property traceable?

4) Injury

- a) Was there a major injury?
- b) Was victim a child or rape victim?

5) Crime scene

- a) Was there significant physical evidence?
- b) Was there a significant M.O.?

6) Decision

- a) Is there a significant reason to believe that the crime may be solved with a reasonable amount of investigative time?

--

Case Screening Officer

Supervisor Review

DEFICIENCY REPORT

DATE: _____

TO: ☐ **OPERATIONS BUREAU**

☐ **TECHNICAL SERVICES BUREAU**

FROM: **INVESTIGATIONS BUREAU CSO**

SUBJECT: ☐ **SPELLING**

☐ **WRONG CLASSIFICATION**

☐ **FACE SHEET INCOMPLETE**

☐ **REFER TO** _____

☐ **OTHER (SEE COMMENTS)**

ACTION REQUIRED _____



CITY OF
SANTA MONICA
CALIFORNIA
DEPARTMENT OF POLICE

GEORGE P. TIELSCH
Chief of Police

1685 Main Street, Santa Monica, California 90401

(213) 395-9931

CASE SCREENING * TIME FRAME 213-243 {AUGUST}

TOTAL REPORTS RECEIVED BY INVESTIGATIONS BUREAU		1113
TOTAL SCREENED TYPE 1	57.9%	644
TOTAL SCREENED TYPES 2-5	42.1%	469

PART 1 CRIMES ONLY {LARCENY-THEFT EXCEPTED}

TOTAL SCREENED		382
TOTAL SCREENED TYPE 1	71.5% OF PART 1 CRIMES	273
TOTAL SCREENED TYPES 2-5	28.5% OF PART 1 CRIMES	109

<u>CRIME - PART 1 {LARCENY-THEFT EXCEPTED}</u>	<u>SCREENING TYPES</u>				
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
HOMICIDE/MANSLAUGHTER		2			
RAPE/ASSAULT TO COMMIT RAPE	* 5	7			
ROBBERY	15	13		1	
ASSAULT {NON-SIMPLE}	13	19			
BURGLARY	126	52		4	1
GRAND THEFT AUTO	114	4	2	2	2
	---	--	-	-	-
TOTAL	273	97	2	7	3

* ALL 5 TYPE 1 SCREENINGS WERE ASSAULTS TO COMMIT RAPE, NOT RAPE.

CHAPTER IV. MANAGEMENT OF THE CONTINUING INVESTIGATION

Once the preliminary (initial) investigation of the reported crime has been completed by the uniformed officer, the case is most often referred to the specialized Criminal Investigation Division for continuation of the investigation. The number and category of crimes referred will be determined by departmental policies governing the case screening process.

Although the cases referred for continuing investigation are supposed to be received and processed under a well-structured management procedure, this ordinarily does not happen. More typically, the assignment, the investigation, and the decisions about case continuation are made by the individual investigator without management input.

In many agencies the person who gets the referred case for investigation will be the one who was on duty at the time of referral or the one who was assigned to receive those cases referred during a particular period of the day. The assignment thus is dictated by chance rather than according to sound management principles.

Upon receiving the complaint, the investigator decides the course of investigative action. He/she will informally screen all the cases assigned to him/her or accumulated during his/her "watch" and decide which ones are worth serious pursuit. Generally, the actions taken and reports prepared will be kept in the investigator's personal file, which remains inaccessible to all others. Supervisors and other managers are kept vaguely informed concerning the progress of a case. As a consequence of this process, the investigator generally determines his/her own workload

and makes decisions concerning priority of effort.

While this kind of investigative routine is lamentable when viewed from the management perspective, it nevertheless conforms with the facts.

A review of the available literature largely confirms the absence in police departments of a management system for assigning, coordinating, directing, monitoring, and evaluating the overall investigative effort.

The lack of managerial control over the continuing investigation process undoubtedly leads to many shortcomings, such as inequitable caseloads, improper assignment of cases, incorrect priority decisions, lateness of investigator response, and lack of investigative continuity. Unquestionably, the absence of managerial direction in this vital activity has contributed in some degree to the dismal performance of investigative efforts on reported crime in most departments.

Police administrators have increasingly recognized the necessity for establishing a management system for the continuing investigation process. In 1973, the National Advisory Commission on Criminal Justice Standards and Goals recommended that:

"Every police agency should establish quality control procedures to insure that every reported crime receives the investigation it warrants. These procedures should include:

1. A follow-up report of each open investigation every 10 days and command approval of every continuance of an investigation past 30 days;
2. Constant inspection and review of individual

team and unit criminal investigation reports and investigator activity summaries; and

3. In individual team and unit performance measures based at least on arrests and dispositions, crimes cleared, property recovered and caseload."

While it may not be clear how much improvement can be achieved by establishing a management system in the continuing investigation process, it seems reasonable to assume that some improvement is likely in comparison with the non-managed process. And even if there is little or no improvement, the manager will at least be able to make intelligent decisions about resource allocations and alternative courses of action.

In establishing the management system for continuing investigations, the overall goal should be to increase the number of case investigations of serious crimes that are cleared by prosecutable arrests of the criminals responsible for these crimes.

Objectives of a managed investigation process could include:

1. Assigning case investigations more effectively.
2. Improving on the quality of case investigation and preparation.
3. Monitoring the progress of case investigation and making decisions about continuation.
4. Evaluating results on the basis of investigative outcomes.

The supervisor of the investigative unit, as is the case for all managers, should be held accountable for achieving stated goals

and objectives through the effort of his/her team. The supervisor must:

1. Organize the unit.
2. Establish work schedules and deploy resources.
3. Determine effective and economical assignment policies.
4. Organize workloads.
5. Assign cases on equitable and skills basis.
6. Make decisions about "exceptional" investments of time to certain cases.
7. Coordinate and direct the unit's investigative efforts.
8. Develop required records to facilitate direction, monitoring, and evaluation of efforts.
9. Supervise personnel on a continuous basis.
10. Evaluate performance.
11. Train and develop investigators.
12. Promote a rapport with internal and external units that affect the ability of the unit to meet its goal.

Other management activities may also be called for. However, the above listing should be a good starting point.

B. PRIOR TO MCI APPROACH

Prior to implementing a systems approach within the Investigations Bureau, the investigation of each case was basically in the hands of the individual investigator.

The cases were received and distributed by the receptionist directly to the detail responsible for that particular type of offense. Should the detail have geographical responsibilities then the officer responsible for that section would receive the case. Cases were not screened by a supervisor prior to the investigator receiving the report.

Supervisors were aware of the daily case investigations by:

1. Reading the reports in preparation for the daily squad meeting.
2. Reading the reports while reviewing for "Victims of Violent Crimes" information.
3. Attending squad meetings and hearing an outline of the important daily crimes.
4. Hearing of a case through the "grapevine."

The organizational structure was such that supervisors receiving follow-up reports frequently knew little of the content of the original report for the majority of the reports they signed.

Investigators completed the type of investigation on each case that they were capable of or felt that should be made. Supervisors rarely were involved in individual cases or requested additional investigation after reading the follow-up report.

Investigators were required to write a follow-up report on each assigned case. The only control mechanism was a master log book kept at the receptionist's desk.

The investigator handling the case was requested to sign the date after each case was completed. The log book was checked periodically to ascertain how many cases were still open.

There was virtually no information concerning the work activity performed by the individual investigator or investigative unit.

Basically each investigator or unit decided its own standards. Neither the investigator nor management could state the case load of each person or:

1. How many cases were assigned/carried.
2. How long the cases were active.
3. What kind of cases they had.
4. What their clearance rate was.
5. Etc....

Management had little information on which to measure its resources and make positive changes.

C. THE MCI APPROACH

A task force was formed in order to discuss the current investigative process, determine what changes should be made, what information was desired, how the information should be gathered and what controls should be established.

1. Past Investigative Process and Changes

The investigative process was discussed in Section B, "Prior to the MCI Approach". It was found that management was exercising little control over the investigative process and had little information by which to make positive changes. On examining material which was available it was decided to implement as many information gathering measures as possible without burdening the investigator with numerous time consuming reports to the point of counterproductivity.

2. Information Desired

Numerous types of information were desirable in order to ascertain what activities were taking place within the Investigations Bureau. It was decided that the following information would be of value:

- a) Types of offenses,
- b) Dates-reported, assigned, cleared/suspended,
- c) Case Screening decisions,
- d) Reclassifications,
- e) Investigating officer,
- f) Investigating unit,
- g) Units making the arrests,
- h) Were I. D. technicians used,
- i) Was there any lab analysis performed,
- j) Was there physical evidence present,

- k) Was the suspect an adult or juvenile,
- l) Property information - claimed, revalued, recovered,
- m) Property released after case disposed,
- n) Type of clearance or case disposition,
- o) When and how the arrest was made.

3. Information Gathering Source

In order to accumulate the desired information, some document had to be designed which would serve this purpose. A Case Management form was designed which could serve several purposes.

- a) It could be a quick manual reference and,
- b) It could be used to process the information for the monitoring component.

Our initial format was designed to be placed on a data processing size card. As a control test the information was placed on 8" x 11" paper as it was less expensive than key punch cards. Our investigators later requested that we continue the 8" x 11" sheets as they were more functional and allowed for notes at the bottom of the sheet. This request was honored and key punch cards were not implemented.

The test control period was most satisfactory and as of January 1, 1977, the Case Management form was implemented for the entire Investigations Bureau. Personnel adapted to the use of the form without any major problem. Any errors which occurred were minor and returned to the investigator by his supervisor or MCI personnel for correction and retraining. The time required by the investigator to complete the form is minimal and the form has been well received. (See Addendum 4A)

Based upon the initial success of the Case Management form it was revised and expanded in its use. Revisions were made in order that the form could more readily be utilized by the data processing personnel, to serve as an investigative supplementary report for the cases which would not be presented for prosecution and to meet the needs of the Records Division personnel. This procedure has saved the investigator's time by eliminating the need to prepare another supplemental report and is meeting the needs of the other users as well. (See addendum 4B & 4C).

4. Controls, Monitoring

When the Case Screening Officer refers a case for investigation he records information from the case onto a case management sheet. The case management sheet and reports pass to the receptionist at the desk who logs the information in the Master Log book (by DR number) and forwards the information to the MCI staff. The clerk then types the information as to investigating officer unit, plus available information onto the data processing format. The case management sheet and reports are then forwarded to the supervisor in charge of the investigator who will be conducting the investigation. Upon review of the investigation the supervisor may make any comments concerning the investigation to be made and will then forward the information to the concerned investigator.

Although it may appear that the handling of the case by so many people creates a barrier to a speedy investigation start, the processing is done very quickly and little time is lost. Several things are achieved in the control area by this processing method.

- a) The report is screened prior to investigation to ascertain that there are sufficient solvability factors to warrant a follow-up investigation. The first control is being established in telling the investigator what type of case we desire that he investigate.
- b) The receptionist logs the information into a master DR log book which serves as a cross reference in case someone, victim or officer, desires to locate a case.
- c) The MCI clerk logs the case information so that the first monitoring step may be taken. The most specific in this instance is the Open Case File report. By entering the information prior to the officer receiving, we are able to establish that the case was received, assigned, and how long it remains open. The second control has been established in telling the investigator how long we want him to keep a particular case open and active.
- d) The supervisor reviewing the case established that he is aware of all the cases which are being forwarded to a unit and to a particular investigator. He is therefore aware of the case load and the type of investigation necessary in each investigation. During the course of the investigation the supervisor makes periodic inquiries as to whether he can assist the investigator. The Open Case report is printed every 10 days. On receipt of the report the supervisor discusses each case which is older than ten days, and makes a decision to either suspend the case or allow the investigator to keep the case open for another ten days. Upon completion of the case by the

investigator the case once again (along with all follow-up reports) goes back to the supervisor for review. At this point the supervisor reviews the total case and either agrees that the investigation is as complete as possible or makes recommendations and sends the case back to investigator. Upon completion of the case, either by clearance or suspension, the case management sheet with additional data is returned to the MCI clerk where the form is again processed. From this source document various reports are printed and forwarded to the supervisors so that they may be aware of the investigative efforts of their investigators. Types of reports are discussed in the Monitoring chapter.

In the past, investigators have structured their desks to suit their own personal preference. While that served the purpose of the individual, it did not serve the purpose of the Bureau. Policy has now been set forth that states that each investigator's desk will be organized in a prescribed manner. (See addendum 4P). This procedure was instituted in order that a supervisor or another investigator could quickly ascertain information pertaining to any given case in the assigned investigator's absence. The procedure has not caused any great inconvenience to the individual investigator, and has helped to create order and efficiency.

5. Controls, Forms

Several forms, in addition to the Case Management sheet, were initiated in order to assist the investigator in completing as thorough an investigation as possible.

a) Investigator's Check List

This form serves as a cover sheet to his case folder. (See addendum 4F) The sheet contains information concerning the victim, suspect, court, follow-up reports, teletypes, source checks, contacts and miscellaneous comments. The sheet is particularly valuable to newer investigators and for those cases which are somewhat complex.

b) Case Information Desirable for Prosecution

This sheet is based upon the study presented in the Rand Report. (see addendum 4G) The form is a two page instrument which asks questions concerning interviews, offense, suspect, victim/witnesses, and the arrest. The form was utilized for a six week period with the District Attorney's Office in order to ascertain if they felt that it was beneficial to their prosecution. At the conclusion of the test period they agreed that the form was good but not necessary for their prosecution. Staff then made a decision that in order to complete a thorough investigation, investigators should continue to utilize the form. The form is prepared on every case which will be presented to the District Attorney's Office for felony consideration. The information is kept in the investigator's case folder and is not part of the District Attorney folder. The form also serves as a training tool for newer investigators.

Additional forms were implemented which serve the investigator by allowing him the freedom to send correspondence by mail instead of having to place numerous telephone calls.

The written correspondence may be handled by clerical personnel rather than sworn officers thus giving them more time for their actual investigative efforts instead of performing details which could be handled by other persons. Some of these are:

- a) Suspect restitution letter (addendum 4K).
- b) Traffic accident letter, adult (addendum 4L).
- c) Traffic accident letter, juvenile (addendum 4M).
- d) Information needed postcard (addendum 4N)
- e) Victim's information postcard (addendum 4O).

6. Citizen Information Bulletins for the Crime Victim

The department has initiated two form letters which it utilizes to notify crime victims that the police department is in receipt of their case and what action is being taken. This program recognizes the studies which state that victims are concerned about their individual cases and desire information as to the investigative process. The letters are very much a part of our case screening process and our desire to work with the citizens of our community.

There are two bulletins which are different only in color and in the wording of the first two paragraphs. The "blue" bulletin advises the victim that an investigator has been assigned to his case, the investigator's name and telephone number, and the case number. The "green" bulletin advises the victim that the case has been reviewed by Investigations Bureau personnel and that the case is "Open, but Inactive" pending receipt of additional information. The bulletin gives the case number and the telephone number of the Case Coordinator should the victim desire further information.

Both bulletins state that the victim will not be personally contacted by the Investigations Bureau unless we need further information or we have solved the case. The bulletins also list the various things that are done in each case where that type of action would be appropriate.

The bulletin also lists the citizen's responsibilities and gives points to consider for their protection. It lists other services performed by the police department; and should people desire information pertaining to security, they may contact our Crime Prevention Unit for additional information and service.

The bulletins are sent to all victims of felony or Part 1 crimes (petty theft excepted), and consideration is being given to expanding the bulletins to include all types of offenses.

This program has been well received by the community, and no complaints have been received. In addition, it is one more way to reduce the need for investigators to make follow-up contacts with all victims, and yet to communicate and be able to receive additional information concerning a case should any be forthcoming.

D. OBSERVATIONS

The Investigations Bureau has proceeded from a point where the individual investigators were basically setting their own standards and management had little control or information on which to measure its resources and make positive changes to a position where management now has established standards, exercises controls and makes positive changes.

Some of the realized benefits are:

1. Better case assignments.
2. Improved quality of investigative effort.
3. Supervision of case progress.
4. More intelligent use of resources.
5. Review of decisions to continue investigations.
6. Evaluation of results.

The individual investigator appears to be taking more pride in his work and is achieving better results. In addition, the liaison with the community and the prosecutors is better than ever.

CHAPTER IV ADDENDA

- 4A CASE MANAGEMENT FORM, ORIGINAL
- 4B CASE MANAGEMENT FORM, REVISED (PRESENT)
- 4C CASE MANAGEMENT FORM INSTRUCTIONS
- 4D CASE MANAGEMENT CODE SHEET
- 4E CASE MANAGEMENT GUIDE SHEET
- 4F INVESTIGATOR'S CHECK LIST
- 4G CASE INFORMATION DESIRABLE FOR PROSECUTION
- 4H CITIZEN'S INFORMATION BULLETIN, BLUE
- 4I CITIZEN'S INFORMATION BULLETIN, GREEN
- 4J CITIZEN'S INFORMATION BULLETIN, GOLD
- 4K SUSPECT RESTITUTION LETTER
- 4L TRAFFIC ACCIDENT LETTER, ADULT
- 4M TRAFFIC ACCIDENT LETTER, JUVENILE
- 4N INFORMATION NEEDED POST CARD
- 4O VICTIM'S INFORMATION POST CARD
- 4P DESK ORGANIZATION MEMO

VICTIM'S NAME

1. D.R. NO. <input type="text"/>		8. INVESTIGATIVE UNIT: (See Code Sheet) <input type="text"/>	16. <input type="checkbox"/> 1. Adult
2. OFFENSE <input type="text"/> (See Code Sheet)		9. INVESTIGATING OFFICER: <input type="text"/>	<input type="checkbox"/> 2. Juvenile
3. DATE OF REPORT <input type="text"/>		10. WHO MADE ARREST? (See Code Sheet) <input type="text"/>	17. PROPERTY: Claimed value <input type="text"/>
4. CASE SCREENING		11. I.D. TECHNICIAN <input type="text"/>	18. PROPERTY: Value changed to <input type="text"/>
<input type="checkbox"/> 1. Action pending <input type="checkbox"/> 2. Referred for investigation <input type="checkbox"/> 3. Unfounded		12. LAB. ANALYSIS <input type="text"/>	19. VALUE PROPERTY RECOVERED <input type="text"/>
5. RECLASSIFIED TO: <input type="text"/>		13. PHYSICAL EVIDENCE <input type="text"/>	20. DATE PROPERTY RELEASED <input type="text"/>
6. DATE ASSIGNED: <input type="text"/>		14. CASE CLEARED BY:	21. USE DATE <input type="text"/>
7. DATE CLEARED-SUSPENDED <input type="text"/>		<input type="checkbox"/> 1. Arrest <input type="checkbox"/> 2. Exception <input type="checkbox"/> 3. Unfounded	
		15. TYPE OF CLEARANCE: (See Code Sheet) <input type="text"/>	

CASE MGT. 10/76

**Santa Monica Police Department
Investigations Bureau**

Case Management

1. D.R. NO.	2. D.R. DATE	3. NEW CASE	4. DATA UPDATE *	5. VICTIM'S NAME		6. OFFENSE	
7. DATE OF REPORT	8. CASE SCREENING 1. Action pending 2. Ref. for invest. 3. Unfounded		4. To Prosecution 5. Other Agency	9. RECLASSIFIED TO:	10. DATE ASSIGNED	11. DATE CLEARED-SUSPENDED	12. INVEST. UNIT
13. INVESTIGATING OFFICER	14. WHO MADE ARREST	15. I.D. TECHNICIAN	16. LAB ANALYSIS	17. PHYSICAL EVIDENCE	18. CASE CLEARED BY: 1. Arrest 2. Exception 3. Unfounded		19. TYPE OF CLEARANCE
20. 1. ADULT 2. JUVENILE	21. PROPERTY: Claimed Value	22. PROPERTY Value Changed to		23. VALUE PROPERTY RECOVERED	24. DATE PROP. RELEASED	Type "X" here if data in this block is invalid	

FILE
ATTACH TO ORIGINAL

FOLLOW-UP DATE

YES ☐ NO ☐

SUPERVISOR

4B

☐ SUSPECT NAMED ☐ RECLASS. (9) ☐ CASE CLEARED (18) ☐ VALUE CHANGE (22) ☐ PROP RECOV. (23) ☐ NO CHG.

rem

SANTA MONICA POLICE DEPARTMENT

INSTRUCTIONS FOR CASE MANAGEMENT FORM

Purpose

The purpose of the Case Management form is to be able to identify various aspects of the investigative function. It has long been realized that the investigator performs many important tasks. However, the difficulty of the assignment has never been able to be measured. In order to be able to effectively and efficiently measure the investigative functions, several items must be identified. This system therefore will attempt to identify areas into what type of offenses are being investigated by the Investigations Bureau personnel, the length of time from date of report to the date of assignment, the length of time from date of assignment to date cleared/suspended, how the reports are cleared and the final disposition of the case as it flows to the Prosecution Management form. In addition, the Case Management System has been arranged so that it will serve a dual purpose. Information contained on this form may be utilized to more accurately complete the necessary information required by the Federal Bureau of Investigation as well as identify the investigative role.

The form has been placed on yellow colored paper in order to distinguish it from other forms. The form will be placed on the individual investigator's desk so that he and/or a supervisor will be able to ascertain at any given time the number and state of investigation of any individual case.

Not only is this information necessary to fulfill the requirement of the Criminal Investigation Field Test but is also highly desirable in order to identify what is occurring within the Investigations Bureau in order to have a solid basis for any changes.

The Form

Crime reports are received by the Case Screening Officer. He will review the contents of the report and determine if the case should be assigned to an investigator for active investigation or to an action pending status. If a case is designated for active investigation, a Case Management sheet will be prepared. If a case is not assigned, a Case Management sheet will not be made.

The revised form was designed to match the OCR format to make the transfer of information easier and with fewer errors. It has also been designed to serve as an investigator's follow-up report for cases which will not be filed by a prosecuting agency and to meet the Record Division's need for information.

Case Screening Decision

The C.S.O. is making his case screening decision based upon the solvability factors located on the crime report, the recommendation by Operation's personnel, and additional information concerning the case which he may possess.

Completing the Form

All entries made on the form by the C.S.O. will be in red pencil. All entries made by the investigator will be in standard dark lead pencil. The color difference designates information to the MCI clerk. The red pencil material is entered originally before the form goes to the investigator. The dark pencil is entered later and reduces the amount of items to be entered, thereby saving time. The pencil is also used so that erasures may be made when necessary.

1. D. R. No.

The first part of the box is for the year. Use the last two digits of the year. Example: 1977 = 77

The last part of the box is for the D. R. # assigned to the report. Use five digits. Example: 05942

2. D. R. Date

The D. R. Date is the date the crime was reported to the Police Department. (Crime Report Box #7). The first part of the box is for the year. Use the last two digits of the year. Example: 1977 = 77. The last part of the box is for the Julian date. Use all three digits. Example: March 11, 1977 = 070. Julian dates are located on the lower left page corner of your desk calendar.

3. New Case

This box is checked "x" when the case is originally received and entered. The case will almost always be marked by the CSO.

4. Data Update

This box is checked with a dark lead pencil whenever an investigator desired to reopen a closed case, add additional information not already entered, or change information originally entered. If the Case Management form will not be used as a supplemental report, you need only mark the data update box, list the DR number, and enter the new information. If the form will be used as a supplemental report, you must additionally add the victim's name and the offense.

5. Victim's Name

The victim's name will be placed in this box. Use the victim's

last name first. Example: Doe, John.

If there are two victims, you may combine them by using both last names. Example: Jones & Smith.

If the offense does not involve a victim but only a statute violation such as H & X or 647-F, cross out the word "victim" and write in the suspect's name.

6. Offense

In the first part of the box write the violation in the numbers of the offense by penal code, vehicle code, or code which reflects the offense. Example: Burglary = 459. The second part of the box is used only for Part 1 violations. This box provides information necessary for the FBI report. Check your code sheet for the proper listing. Example: Burglary with "forcible entry" = 51.

The blank box following Box 6 is not assigned, and should be left blank.

7. Date of Report

This box is a duplicate information gathering point and records the same information as Box 2. As it serves no additional value, it is left blank.

8. Case Screening

The CSO will circle the appropriate designation. #1 -"Action Pending" will be an office review process and not assigned to an investigator due to limited solvability factors. Should additional information be forthcoming at a later date, the case could be redesignated. #2 "Refer for Investigation" classification is assigned to an investigator for a follow-up. #3 "Unfounded" is utilized when there are no elements of an offense present. #4 "To Prosecution" is circled when all of the information is present and sent to the prosecutor. An investigator may use this item when he sends a complaint to the City Attorney for consideration and the complaint results may not be known for some time. #5 "Other Agency" may be used when the case is forwarded from our agency to another for disposition.

9. Reclassified To

Should the offense be reclassified either by the Case Screening Officer or from additional information by the investigator, the reclassification will be placed in this box. Information in Number 9 would supersede the information in Number 6 as the correct offense for the computer information. The boxes are completed as stated in Box 6.

10. Date Assigned

This box is used for the date the case is assigned to an investigator. The instructions for completing are the same as listed in Box 2.

11. Date Cleared - Suspended

This box is used to record the date the case was either cleared (solved) or suspended (open but inactive status). The instructions for completing are the same as listed in Box 2.

12. The investigative unit will be identified by the code sheet.
Example: 06 would indicate crime/property. This will be the investigative unit which handles the case.

13. Investigating officer

The investigative officer's serial number will be placed in this area. The printouts will transfer the officer's serial number into the officer's name. If there is more than one officer handling, the primary officer's number should be used.

14. Who Made Arrest

This box is used if an arrest was made in connection with this offense. The unit responsible will be identified by code number. Information is provided on the code sheet. Example would be Number 13, Patrol Division; or Number 09, Major Crimes Section. If two units make an arrest together, the unit which performed the primary investigation leading to that arrest would be placed in this box.

15. I. D. Technician

If an identification technician is involved in this case, the box would be checked.

16. Lab Analysis

If any material or evidence is sent to the lab for analysis, this box would be checked.

17. Physical Evidence

If any physical evidence is booked into property, this box will be checked.

18. Case Cleared By

If the case is cleared, one of the three types would be circled.

If investigators are uncertain as to the definitions, check Page 44 of the FBI, UCR book. Briefly -

#1 "Arrest", suspect must be arrested, charged with commission of the offense and turned over to the Court for prosecution.

#2 "Exception", establish the identity of the offender; have enough information to support an arrest, charge, and then turning over to the court; know the exact location of the offender; and there is some reason outside Police Control that stops you from arresting, charging, and prosecuting the offender. Our one exception to this is when we have filed a complaint and received a warrant of arrest.

#3 "Unfounded" - investigation reveals that there are no criminal elements in the stated offense.

To clear a juvenile case by arrest a petition must be filed. C & R and referrals are exceptional clearances.

19. Type of Clearance

A code number will always be placed in this box. There are basically four major sections which may be considered. They are:

- 1) Cleared by Arrest - where the arrest is made at the time of the offense.
 - a) 81 - all suspects arrested
 - b) 82 - some suspects remain unarrested
- 2) Cleared by Arrest - where the arrest is made at a later time after the offense. List the one or two best reasons why the suspect was arrested.
 - a) 83 - Positive I. D.
 - b) 84 - Physical evidence
 - c) 85 - Confession
 - d) 86 - Possession of stolen property
 - e) 87 - Similar M. O.
 - f) 88 - Other
- 3) Cleared without an arrest
 - a) 89 - Victim refuses to prosecute
 - b) 90 - Died, held in other jurisdiction, other reasons
 - c) 91 - A warrant of arrest has been issued
- 4) Suspended - Case not cleared
 - a) 99 - Suspended

20. Adult or Juvenile

This box is to indicate the age category of the suspect. #1, Adult should be indicated if all the suspects are adults or if there is a combination of persons over and under the age of 18. #2, Juvenile should be indicated if all the suspects are under the age of 18.

21. Property: Claimed Value

This box will list the dollar value of the claimed property loss. Only dollars will be logged, no cents.

22. Property Value Change.

This box will list any property value change due to re-valued loss. Dollars only, no cents.

23. Property Value Recovered.

This box will list the value of property recovered.

24. Date property Released.

This box will record the date that a property release form was forwarded to the Property Custodian. Cleared and suspended cases should be dated so that property may be released when it serves no further use to the police department.

Invalid Box

This box is to be used only by the MCI clerk, and serves to cancel an OCR typed form.

File Copy Info

The two boxes give the officer the choice to utilize this form as a supplemental report if the report will not be used in a prosecution matter. If he desires to use the lower portion of the sheet for his report and have the copy attached to the original report in the Record Division, he checks the "yes" box. If he does not desire to use the sheet as a supplemental report, he will check the "no" box.

Follow Up Date

This line will record the date the follow up (supplemental) report is submitted, if the officer desires the case to be used in such a capacity.

Supervisor

This line will be used by the investigator's supervisor to note that he has seen and approved the information contained therein.

Narrative

Lined space is provided for the officer to record his information. The first line should be used for suspect names.

Record Division Information

The seven boxes at the bottom of the page provide information necessary to the Record Division. If any of these items are relative to the case, then the concerned box should be checked. If there is no new information, then the last box, "no change", should be checked.

INVESTIGATION CASE MANAGEMENT CODES

ITEMS 6 & 9

ITEMS 12 & 14

ITEM 19

MURDER	11 Murder & Nonegligent manslaughter 12 Manslaughter by negligence
RAPE	21 Rape by force 22 Attempts to commit forcible rape
ROBBERY	31 Firearm 32 Knife or cutting instrument 33 Other dangerous weapon 34 Strongarm (hands, fists, feet etc.)
ASSAULT	41 Firearm 42 Knife or cutting instrument 43 Other dangerous weapon 44 Hands, fist, feet, etc. aggravated injury 45 Other assaults-simple not aggravated
BURGLARY	51 Forcible entry 52 Unlawful entry-no force 53 Attempted forcible entry
LARCENY THEFT	60 Except motor vehicle theft
AUTO THEFT	71 Autos 72 Trucks & buses 73 Other vehicles

INVESTIGATIVE UNIT ? WHO MADE ARREST ?
01 Intelligence
02 Narcotics
03 Vice
04 South Bay
05 Crimes/Persons
06 Crimes/Property
07 Forgery
08 Auto Theft
09 Major Crimes
10 Warrants
11 Juvenile
12 Special Assignment
13 Patrol
14 Other Agency
15 Traffic
16 Citizen
17 Pros. Liaison
18 C.S.O.

PROS. MANAGEMENT CODES
01 Lack of corpus
02 Lack of probable cause
03 Interest of justice
04 Victims unavailable/declines to prosecute
05 Witness unavailable
06 Illegal search & seizure
07 Combined w/other county
08 Referred to City Atty.
09 Other - Indicate reason
10 17b4

TYPE OF CLEARANCE
CLEARED BY ON SCENE ARREST
81 All perpetrators arrested
82 Some perpetrators remain unarrested.
CLEARED BY FOLLOW UP ARREST
83 Positive I.D.
84 Physical Evidence
85 Confession
86 Possession of stolen property
87 Similar M.O.
88 Other Means
CLEARED W/O ARREST
89 Victim refuses to prosecute
90 Other, died, held in other jurisdiction, etc.
WARRANT ISSUED FOR ARREST
91 Arrest Warrant
CASE SUSPENDED PENDING INFORMATION
99 Case suspended

ARREST CODE	TYPE	REQUIREMENTS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1 81	AT	Petitioned or to prosecution, all suspects arrested at time of offense	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		1	81	I	Optional	Opt			
1 82	SCENE	Petitioned or to prosecution, some suspects still not arrested	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		1	82	I	Optional	Opt.			
2 81	ARREST	Not petitioned or prosecuted, all suspects arrested (ie Couns. & Released)	x	x	x	I	x	x		2,5	opt	x	I	x	x	I	Optional		2	81	I	Optional	Opt.			
2 82		Not petitioned or prosecuted, some suspects still not arrested	x	x	x	I	x	x		2,5	opt	x	I	x	x	I	Optional		2	82	I	Optional	Opt.			
2 83	FOLLOW	Follow-Up Arrest by Positive I.D.	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		2	83	I	Optional	Opt.			
2 84		Follow-Up Arrest by Physical Evidence	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		2	84	I	Optional	Opt.			
2 85	UP	Follow-Up Arrest by Confession	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		2	85	I	Optional	Opt.			
2 86		Follow-Up Arrest by Possession of Stolen Property	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		2	86	I	Optional	Opt			
2 87	ARREST	Follow-Up Arrest by Similar M.O.	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		2	87	I	Optional	Opt			
2 88		Follow-Up Arrest, cleared by means other than those listed above	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		2	88	I	Optional	Opt.			
2 89		Victim refuses to prosecute <u>only</u>	x	x	x	I	x	x		2,5	opt	x	I	x	x		Optional		2	89	O p t i o n a l					
2 90	NO	No arrest made, case cleared (ie died, released to parents, other)	x	x	x	I	x	x		2,5	opt	x	I	x	x		Optional		2	90	O p t i o n a l					
2 91		Warrant issued or pending, no arrest yet	x	x	x	I	x	x		2,4	opt	x	I	x	x		Optional		2	91	O p t i o n a l					
3 90	ARREST	Case is unfounded by investigator	x	x	x	I	x	x		2	opt	x	I	x	x		Optional		3	90						
4 99		Case suspended by investigator	x	x	x	I	x	x		2	opt	x	I	x	x		Optional		4	99	O p t i o n a l					
4 81-88	OTHER	May be uses in rare circumstances when an arrest is made related to the case, but the arrest does not clear the case. (ie the original 459 suspect is still outstanding and someone else is arrested for 496 P.C. or the wrong suspect is arrested	x	x	x	I	x	x		2,4	opt	x	I	x	x	I	Optional		4	81-88	I	Optional	Opt.			

[] = Not to be filled out
 x = should already be filled out during screening
 if not filled out, complete as needed
 I = To be filled out by investigator

VICTIM	Victim's Name (Last, First)							Crime			DR	I.D. #
	Victim's Address				Res. Bus.			CR#	J#	FBI#	CII#	
	Date & Time Occurred			Location Occurred				Other I.D.#s			Priors	
SUSPECT	Suspect's Name (Last, First)				Booking #			INVESTIGATOR'S CHECK LIST				
	AKAs											
	Address							TELETYPES		SOURCE CHECKS		
	Sex	Descent	DOB	Height	Weight	Hair	Eyes	CII		SMPD Records/Wants		
	Physical Oddities							FBI		Pawns		
	Suspect Vehicle				Stored		Rel. Date		AWWS		F.I.s	
	Oper. Lic. #			Soc. Sec. #				NCIC		Crime Logs		
	Date & Time Arrested			Location Arrested				AWDI		MO. Check/Maps		
	Charge			Arrested By				DMV Veh. 10-29		Mug Photos		
	COURT	Filing/Who		Charge		Date		Dispo		DMV Veh. 10-28		Known Offenders
Arraigned Date			Court Division			Bail		DMV Veh. to Suspect		Parole		
Prelim Date			Court Division			Dispo		DMV Lic. Phy. Data		Probation		
Juv. Dispo			Court Division			Dispo		DOJ Firearms		Other Depts.		
Trial Date			Court Dept.				DOJ Stolen Articles		ID/Prints Photos			
INV. & RPTS.	Follow up Rpt./Date Made							DOJ Other		ID Tech. Reports		
	Investigator							APB		CONTACTS		
MISC. COMMENTS								TT Other		Visit Crime Scene		
								TT Canceled		Contact Victim		
								Misc./Daily Bulletin		Contact Witness/es		
								Property Held		Interrogate Suspect/s		
								Property Reviewed		Informants		
							Property Released		Line-up on suspects			

CASE INFORMATION DESIRABLE FOR PROSECUTION

INTERVIEWS

1. Victim, initial report
2. Victim, follow up report
3. Witness, initial report
4. Witness, follow up report
5. Suspect, initial report
6. Suspect, follow up report

[illegible]

OFFENSE

7. Is there a verbatim report of the offense?
8. Is there a verbatim report of the force used?
9. What was the physical harm to the victim?
10. Is there a detailed description of the property taken?
11. What was the method of suspects escape?
12. What type of vehicle was used by suspect?
13. What type of weapon was used by suspect?
14. If gun was used, was it loaded?
15. If gun was used, when was it acquired?
16. Where is the location of the weapon now?

[illegible]

SUSPECT

17. Was S under the influence of alcohol or drugs?
18. What are the details of S's defense?
19. What is S's economic status?
20. Was S advised of constitutional rights?
21. If multiple suspects, what is their relationship?
22. Is there evidence of prior offenses by Susp.?
23. Is there evidence of Susp. motives?
24. Is there evidence of past psychiatric treatment of Susp.?
25. What is susp. parole or probation status?
26. Does Susp. have an alcohol or drug abuse history?
27. Where is Susp. employed?
28. Does susp. have a history of violence?

[illegible]

VICTIM/WITNESSES

29. What is the relationship between S and V ?
30. What is the credibility of the witness?
31. Can the Wit. make a contribution to the case prosecution?
32. Were mug shots shown to Vic. or Wit.?
33. If shown, are the procedures and results adequately described?
34. Was a line-up conducted?

YES NO DNA

COMMENTS

35. If conducted, are the procedures and results adequately described?
36. Was an effort made to lift fingerprints at the scene?
37. If made, were usable fingerprints obtained?
38. Were photos taken at the crime scene?
39. Is the exact location from where the photos and prints taken given?
40. Did Vic. verify his statements in the crime report?
41. Did Vic. have improper motives in reporting the offense?

ARREST

42. What was the legal basis for search and seizure?
43. How was the location of evidence learned?
44. How was the location of Susp. learned?
45. How was the arrest of Susp. made?

ADDITIONAL COMMENTS:

OPERATION IDENTIFICATION

The Santa Monica Police Department has available to you, on a free one week loan, electric engraving tools. We urge you to take advantage of this service, and etch your driver's license number or California ID on valuables. The problem of ownership identity of stolen goods is widespread. Unidentifiable property is continually being recovered by police departments throughout the state. Without identifiable markings, most of these valuables cannot be returned to the victim/owner. Remember, Operation identification can help YOU get your stolen articles back. Take advantage of this program by contacting the Crime Prevention Division of the Santa Monica Police Department, 395-9931, Extension 284.

HOME OR BUSINESS SECURITY

Expert security advice can be yours at no cost. Just call and make an appointment with our Crime Prevention Unit. We will conduct a home or business security survey and advise you on ways to make your property less vulnerable to crime. No method is foolproof, but most buildings have little deterrence for even a casual criminal.

You are in no way obligated to buy expensive devices, but may choose or pass any or all of the suggestions made. There are many things that you can do that cost you nothing. Remember, our interests are your interests, and through mutual aid we can defeat the intruder.

For information contact . . .

SANTA MONICA POLICE DEPARTMENT
CRIME PREVENTION
DIVISION
395-9931 Ext. 284

GEORGE P. TIELSCH
Chief of Police



Santa Monica Police Department



INFORMATION BULLETIN

for the
CRIME VICTIM

INFORMATION FOR A CRIME VICTIM

Dear _____

The report that you recently filed with the Santa Monica Police Department has been assigned to Detective _____. Your case has been assigned a report number, DR# _____. If you wish to inquire about your case, please call 395-9931, ext _____, Monday thru Friday, between the hours of 9:30 am and 4:00 pm. If you do not find him in, leave a message and he will return your call if desired.

Remember that your case is only one of many assigned to the investigating officer. It is important to him and he will give your case as much consideration as possible. Please be advised that certain things will be done in each case but that you will not be personally contacted by the investigating officer unless he needs further information or has solved your case.

- All serial numbered items will be entered into a state wide computer.
- Very valuable item will also be entered into a National computer. This applies to stolen articles of over \$5,000 value or coupled with more serious crimes such as murder, rape & Federal violations.
- Teletypes will be sent out to other agencies where the items stolen, or the suspects, if known, can be identified.

- Local pawn records are checked daily.
- Teletypes from other agencies are checked daily.
- Similar cases are coordinated with other areas of our city as well as other agencies.
- Fingerprints of known criminals using the same methods that were used in your case will be checked.
- Arrests of criminals made by Santa Monica, or other agencies, will be closely checked to see if they could be responsible for your offense. Their fingerprints will be checked, where applicable.
- Property held by this department or other departments will be closely checked in an effort to return it to the legal owner.

YOU HAVE A RESPONSIBILITY TO...

- Make every effort to obtain any serial numbers of articles stolen.
- Keep the investigating officer advised of any information you may learn that will be of assistance to the investigation.
- Make sure that you list all stolen items in your report as accurately as possible so that officers of this agency or any other police agency receiving our teletypes will have the best possible description of your property.

- If the return of your property, or prosecution of the offender are important to you, you must keep your police department notified of any change of address you make. We can not return your property or prosecute the offender without you.

OTHER POINTS TO CONSIDER

- Take measures to make yourself, your house, apartment, or store, more secure against intruders. Consider marking your valuable items with your driver's license number, Social Security number or other suitable numbers for positive identification if stolen.
- Record serial # of items and keep them in a safe place.
- Place valuable items such as jewelry in a safe deposit box.

Keep in mind that your police department will make every effort to locate your property and/or arrest the offender, but officers must rely on you to supply the most accurate and up-to-date information available.

Now and in the future, if you have identified a suspect or suspects in your report, you should give your reason for naming that person as a suspect. Remember that in the absence of proof there may be very little that the investigating officer can do to develop suitable evidence to present to the court.

OPERATION IDENTIFICATION

The Santa Monica Police Department has available to you, on a free one week loan, electric engraving tools. We urge you to take advantage of this service, and etch your driver's license number or California ID on valuables. The problem of ownership identity of stolen goods is widespread. Unidentifiable property is continually being recovered by police departments throughout the state. Without identifiable markings, most of these valuables cannot be returned to the victim/owner. Remember, Operation Identification can help YOU get your stolen articles back. Take advantage of this program by contacting the Crime Prevention Division of the Santa Monica Police Department, 395-9931, Extension 284.

HOME OR BUSINESS SECURITY

Expert security advice can be yours at no cost. Just call and make an appointment with our Crime Prevention Unit. We will conduct a home or business security survey and advise you on ways to make your property less vulnerable to crime. No method is foolproof, but most buildings have little deterrence for even a casual criminal.

You are in no way obligated to buy expensive devices, but may choose or pass any or all of the suggestions made. There are many things that you can do that cost you nothing. Remember, our interests are your interests, and through mutual aid we can defeat the intruder.

For information contact . . .

**SANTA MONICA POLICE DEPARTMENT
CRIME PREVENTION
DIVISION
395-9931 Ext. 284**

**GEORGE P. TIELSCH
Chief of Police**



Santa Monica

Police Department



**INFORMATION
BULLETIN**

for the

CRIME VICTIM

INFORMATION FOR A BURGLARY VICTIM

Dear _____

The report that you recently filed with the Santa Monica Police Department has been reviewed by Investigations Bureau personnel. Officers concerned with your type of crime have been advised and all investigative leads have been followed. At this point your case has been placed in a "Open, but inactive" status. Further investigation will continue upon receipt of any information. Your case has been assigned a report number, DR# _____, to which you can refer in the future should you learn additional facts or if the police department obtains information from another source. If you wish to inquire about your case, please call 395-9931, extension 240, Monday thru Friday, between the hours of 9:30 am and 4:00 pm and ask for the Case Coordinator.

Your case is one of many received by the Investigations Bureau. Each case is important and we will give your case as much consideration as possible. Please be advised that certain things will be done in each case but that you will not be personally contacted by the Investigations Bureau unless we need further information or we have solved your case.

Investigation includes:

- * All serial numbered items will be entered into a state wide computer.
- * Very valuable items will also be entered into a National computer. This applies to stolen articles of over \$5,000 value or coupled with more serious crimes such as murder, rape & Federal violations.

- * Teletypes will be sent out to other agencies where the items stolen, or the suspects, if known, can be identified.
- * Local pawn records are checked daily.
- * Teletypes from other agencies are checked daily.
- * Similar cases are coordinated with other areas of our city as well as other agencies.
- * Fingerprints of known criminals using the same methods that were used in your case will be checked.
- * Arrests of criminals made by Santa Monica, or other agencies, will be closely checked to see if they could be responsible for your offense. Their fingerprints will be checked, where applicable.
- * Property held by this department or other departments will be closely checked in an effort to return it to the legal owner.

YOU HAVE A RESPONSIBILITY TO...

- * Make every effort to obtain any serial numbers of articles stolen.
- * Keep the investigating officer advised of any information you may learn that will be of assistance to the investigation.

- * Make sure that you list all stolen items in your report as accurately as possible so that officer of this agency or any other police agency receiving our teletypes will have the best possible description of your property.
- * If the return of your property, or prosecution of the offender are important to you, you must keep your police department notified of any change of address you may make. We can not return your property or prosecute an offender without you.

OTHER POINTS TO CONSIDER

- * Take measures to make yourself, your house, apartment, or store, more secure against future attacks or intruders. Consider marking your valuable items with your driver's license number, Social Security number or other suitable numbers for positive identification if stolen.
- * Record serial # of items and keep them in a safe place.
- * Place valuable items such as jewelry in a safe desposit box.

Keep in mind that your police department will make every effort to locate your property and/or arrest the offender, but officers must rely on you to supply the most accurate and up-to-date information available.

OPERATION IDENTIFICATION

The Santa Monica Police Department has available to you, on a free one week loan, electric engraving tools. We urge you to take advantage of this service, and etch your driver's license number or California ID on valuables. The problem of ownership identity of stolen goods is widespread. Unidentifiable property is continually being recovered by police departments throughout the state. Without identifiable markings, most of these valuables cannot be returned to the victim/owner. Remember, Operation identification can help YOU get your stolen articles back. Take advantage of this program by contacting the Crime Prevention Division of the Santa Monica Police Department, 395-9931, Extension 284.

HOME OR BUSINESS SECURITY

Expert security advice can be yours at no cost. Just call and make an appointment with our Crime Prevention Unit. We will conduct a home or business security survey and advise you on ways to make your property less vulnerable to crime. No method is foolproof, but most buildings have little deterrence for even a casual criminal.

You are in no way obligated to buy expensive devices, but may choose or pass any or all of the suggestions made. There are many things that you can do that cost you nothing. Remember, our interests are your interests, and through mutual aid we can defeat the intruder.

For information contact . . .

SANTA MONICA POLICE DEPARTMENT
CRIME PREVENTION
DIVISION
395-9931 Ext. 284

GEORGE P. TIELSCH
Chief of Police



Santa Monica **Police Department**



INFORMATION BULLETIN

for the

CRIME VICTIM

Date of Report _____

DR. # _____

Dear _____

A Hit and Run report has been filed with this department listing you as a victim.

I would like to help you collect for any damages or loss you have suffered. Listed below is the registered owner information from the California Department of Motor Vehicles for the listed suspect's vehicle license number.

Lic. # _____ State _____ Year _____ Make _____

Reg. Owner _____

Address _____

Legal Owner _____

Address _____

Misc. Info. (if any) _____

Unless noted above, the telephone number, insurance status, or other information pertaining to the registered owner are unknown.

You should contact your insurance company as soon as possible to proceed with your claim. You may wish to make contact with the registered owner listed above to seek restitution. In the event of a dispute regarding liability, you may file a small claims suit against the registered owner in the Santa Monica Municipal Court.

I have enclosed a copy of the Hit and Run report, so you now have all the available information.

The police accident investigator is attempting to collect enough evidence to prosecute the other party in this accident criminally, but it is extremely difficult to establish the necessary facts. Should a criminal complaint be filed by the City Prosecutor, and a conviction obtained, the result would be punishment of the defendant, but restitution for damages would generally not be considered.

If you have any questions or have further information please contact the Hit and Run investigation unit at 395-9931, Extension 271.

Yours truly,

GEORGE P. TIELSCH
Chief of Police

By: _____
Accident Investigator



CITY OF
SANTA MONICA
CALIFORNIA
DEPARTMENT OF POLICE

GEORGE P. TIELSCH
Chief of Police

1685 Main Street, Santa Monica, California 90401

(213) 395-9931

A crime report charging you _____

_____ has been filed with this department.

Before further action is taken in this matter, I wish to afford you an opportunity to show cause why a criminal complaint should not be issued against you. If in fact you did not intend to violate the law you are advised to contact _____

within ten (10) days to make restitution.

Should you fail to make restitution within the specified time you are instructed to contact Detective _____, who has been assigned to this investigation. He may be reached at 395-9931, Ext. ____ during normal business hours. Failure to do so may result in the issuance of a warrant for your arrest, without further notice.

George P. Tielisch

GEORGE P. TIELSCH, Chief of Police

By _____
Investigator



CITY OF
SANTA MONICA
CALIFORNIA
DEPARTMENT OF POLICE

GEORGE P. TIELSCH
Chief of Police

1685 Main Street, Santa Monica, California 90401

(213) 395-9931

Date

DR #

A review of the traffic accident report in which you were involved indicates that you violated certain sections of the California Vehicle Code.

A traffic citation has been filed in the Superior Court of Santa Monica Judicial District charging you with the violation(s) listed on the copy enclosed.

You are hereby instructed to appear in the Juvenile Traffic Court, Room 225, 1725 Main Street, Santa Monica, on the date and time specified on the lower portion of the attached citation.

Failure to appear as herein directed may result in the issuance and service of a formal warrant for your arrest.

Yours truly,

GEORGE P. TIELSCH
Chief of Police

By: _____
Accident Investigator



CITY OF
SANTA MONICA
CALIFORNIA
DEPARTMENT OF POLICE

GEORGE P. TIELSCH
Chief of Police

1685 Main Street, Santa Monica, California 90401

(213) 395-9931

.
.
.

Date

DE #

A review of the traffic accident report in which you were involved indicates that you violated certain sections of the California Vehicle Code.

A traffic citation has been filed in the Municipal Court of the Santa Monica Judicial District charging you with the violation (s) listed on the copy inclosed.

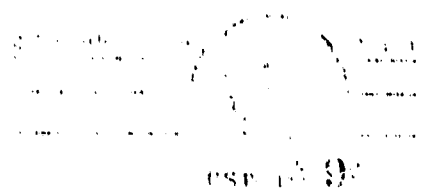
You are hereby instructed to appear in the Municipal Court Clerk's Office, Room #116, 1725 Main Street, Santa Monica, on the date and time specified on the lower portion of the attached citation.

Failure to appear as herein directed may result in the issuance and service of a formal warrant for your arrest.

Yours truly,

GEORGE P. TIELSCH
Chief of Police

By: _____
Accident Investigator



Date _____

To _____
Please contact _____
Investigative Bureau, between the hours of 9:30AM
and 4:00PM, Monday thru Friday, in regard to
Police report # _____ in which you are listed
as _____.

Please telephone for an appointment.

Santa Monica Police Dept.
1685 Main Street
Santa Monica, Ca. 90401
395-9931
Ext. _____

GEORGE P. TIILSCH
Chief of Police

By _____

form #36-A(3-77)

CHIEF OF POLICE
SANTA MONICA POLICE DEPARTMENT
1685 Main Street
Santa Monica, California 90401

Date _____

DR # _____

Dear _____:

Report Number _____

In regard to the report you submitted to this Department regarding _____,
dated _____, it is requested that you
advise us if you have any further information regarding the amount of loss,
articles taken, serial numbers, or suspects.

GEORGE P. TIELSCH
Chief of Police

SMPD #125

by _____

MEMORANDUM

September 23, 1977

FROM: Captain Morgan
TO: Investigations Bureau Supervisors
SUBJECT: Casework paperwork.

The following items may be on the top of each Investigator's desk.

- Telephone
- Telephone index pad
- Scratch pad
- Scotch tape
- Calendar
- 3" x 5" card file
- Vertical file, containing:
 - The paperwork for all current unsolved cases with case management forms attached.

The large lower desk drawer (the one which holds file folders) shall contain:--

- 1.) All completed case files which are awaiting trial (in manila folders).
- 2.) All case files for "serious" crimes in which investigation has been suspended, and for which there is a possibility of a future reopening of the investigation. (In manila folders, and may then be placed in large envelopes.)

cc: All Investigators

RM:mc

CHAPTER V. POLICE-PROSECUTOR RELATIONS

The need for closer cooperation between police and prosecutors was identified in 1967 by the President's Commission on Law Enforcement and the Administration of Justice. Since then, the need to improve the linkage between the police and prosecutor has been emphasized in other nationwide studies. The American Bar Association has reported that few police departments today maintain effective liaison with other agencies in the criminal justice system or with municipal agencies that deal with problems directly affecting the police. The adverse results from this lack of communication may be numerous. For example, prosecutors may regularly dismiss specific types of cases on the basis that certain investigative techniques commonly being utilized are invalid without informing a police administrator of this systematic action. In the same vein, trial courts may consistently sustain motions to suppress evidence because of common police practices they consider to be improper, but judges will rarely report this information directly back to a police administrator or attempt to ascertain the police policy on the matter. In addition, staff members in a mayor's office who are responsible for preparing legislative programs may develop comprehensive proposals on crime control or on new programs which directly affect the police (e.g., new approaches for dealing with alcoholism) without ever soliciting the views of the police department on proposed legislation. In other words, failures in communications between a police administrator and other criminal justice agencies or among municipal departments can result in a police department never being informed on significant issues relating to police practices, on the quality of police investigations (e.g., by assessing the ratio of convictions to arrests), on differences in policy between the prosecutor's office and the department, or on misconceptions by the court about departmental positions on a

range of issues. Some agencies fail to adequately inform themselves about police policies (e.g., the failure of a prosecutor to obtain insights on the rationale for a police practice in preparation for an appellate argument may result in a badly-reasoned judicial opinion) or ignore police needs (e.g., inaccessibility of magistrates for review of warrants).

Over the years, the most common form of relationship has been the personal relationship between the police chief and the prosecutor. The importance of a close relationship should not be dismissed. Trust is an important part of any formal police/prosecutor relationship. However, a more systematic, formalized, and institutionalized relationship is necessary if criminal investigations are to be managed most effectively.

The ultimate goal of the relationship should be to improve the quality of case investigation and preparation in order to lead to a greater number of prosecutable cases.

While some police agencies have maintained informal liaison with prosecutors for years, these relationships have not generally helped to increase the effectiveness of the investigative process or of the prosecutor's work. It is somewhat surprising that a sound, formal working relationship has not been universally adopted since:

The prosecutor's caseload depends on police arrest policies and practices, and

The police department's arrest performance and effectiveness substantially depends on the prosecutor's screening policy and prosecutorial priorities.

Benefits of an Improved Relationship

A comprehensive improvement in their relationship holds many potential benefits for both the police and prosecutor. For example, a formal system for obtaining feedback can help a police manager spot trouble within the organization on the matter of investigative performance and evaluate the relative effectiveness of units and individuals. It also can help the police manager identify training needs, evaluate managerial effectiveness, and identify areas where corruption may exist. Importantly, a good relationship will help officers and investigators improve their case preparation. Similarly, police feedback to the prosecutor can provide important suggestions concerning operating policies, procedures, and practices, as well as prosecutor performance.

Most of the elements of new approaches to managing criminal investigations are concerned with internal police agency operations. In any effort to improve the management of criminal investigations, however, consideration must be given to the element of a two-way police/prosecutor relationship since this relationship provides the necessary external linkage between the police and the next stage of the criminal justice process--prosecution. The inputs generated by a meaningful police/prosecutor relationship will facilitate the assessment of internal police policies and procedures which affect the impact of the initial investigation, case screening, follow-up, case management, monitoring, and reorganization.

Department approach prior to im-
ing this component is basically the same as it is
ete. The most significant change deals with the
ing of each case which is presented to a prosecuting
ity for consideration.

Therefore, all information pursuant to this component will
be discussed in Section B.

B. MCI APPROACH

The police department has always attempted to maintain good communications with the District Attorney and City Attorney offices. Our city shares the common problems of other medium size agencies which are part of a very large metropolitan area. Specifically we are impacted by the District Attorney's decisions without being able to take a very large part in the policy making decisions. It is very similar to the old axiom, "a small fish in a large pond." This is also compounded by the fact that we deal with one office of the District Attorney whose "Head Deputy" is subject to transfer from time to time. Although the policy generally remains constant, it is still subject to some interpretation and there are always personality differences. This situation calls for constant reassessment and starting over again with each new "Head Deputy".

In order to alleviate any difficulties, certain procedures have been instituted. They concern themselves with feedback and case disposition, improved quality of investigations, and the police/prosecutor liaison.

1. Feedback and Case Disposition

A procedure is in operation where every rejected or referred case submitted to the District Attorney's Office requires a formal written statement explaining why the case is not accepted for prosecution. (see Addendum 5A) This written statement is given to the officer at the time of the complaint being considered. The officer has an opportunity to discuss the matter further at that time if he disagrees. The written statement is forwarded to the supervisor of the crime unit section along with the

officer's report and he has an opportunity to consider the reasoning of the rejection along with all the facts which he has present. The supervisor may either abide by the decision or request that the commander of the Investigations Bureau contact the Head Deputy and discuss the matter further. In the majority of instances the ruling by the Deputy District Attorney is accepted at the time of the filing. There are some cases where the matter is discussed further by the Police Commander and the Head Deputy, and on rare occasions the case may be submitted to the District Attorney's central office for consideration by other senior deputies.

The feedback and communication between the police department and the prosecutor is considered very important. The written statements force the filing deputies to consider the case on its individual legal merits and to state legal cause as to its rejection. This information reflects on the presentation by the police department and acts as a training tool by which future investigations may be improved. In other instances where the law gives discretion to the prosecutor as to his filing procedure, the written statement serves to notify the police agency of the policy of that prosecutor's office.

Communications at all levels help each party to understand the problems and constraints of the other party. With this understanding the two can attempt to help each other rather than to consider the other his adversary.

2. Improved Quality of the Investigation

The police investigator gathers all available evidence, evaluates the facts at his disposal, makes arrests where warranted, and presents the evidence upon which the charge is justified.

The prosecutor must then evaluate the evidence and accept or reject the case on the basis of the facts presented to him. If he chooses to accept the case for prosecution, he must then prepare the case for trial and later present the case and prove beyond a reasonable doubt that a crime did in fact take place and that the defendant committed it.

In order to accomplish this task the prosecutor must have a complete investigation conducted by the police department. With this purpose in mind, several training schools and investigative forms have been developed. All investigators attend the Los Angeles Police Department three week investigator school in addition to attending courses which pertain to their special crime investigation category. Forms were designed which are reminders to inspect, question, and document aspects of each investigation. These were discussed in Chapter 4 (Managing the Continuing Investigation). In addition, the prosecutor may request that a case be returned for additional investigation and certain questions answered prior to a filing disposition decision. All of these assist the officer in performing his task as well as possible and the prosecutor to be as prepared as possible.

3. Police/Prosecutor Liaison

The Police/Prosecutor liaison is part of the on-going communication which takes place in a formal and informal structure.

a) Formal Structure, Prosecutor Liaison Officer

The Prosecutor Liaison Officer position was established several years ago. Prior to that time each investigator

would file his individual cases. This resulted in a situation where often many of our investigators were sitting in the waiting room, with investigators from other agencies, waiting for a filing deputy to consider their cases. Often most of his day was spent in accomplishing no other purpose than waiting. Realizing that this was a tremendous waste of our resources we established the Prosecutor Liaison Officer position.

Presently all investigators prepare their cases for prosecution and submit them to their immediate supervisor for approval. The cases are then given to the Liaison Officer who submits all the cases. This has freed the investigators to continue to perform investigative tasks in lieu of sitting in a room waiting for an audience with a filing deputy.

The formal system of having one officer submit requests for filing in lieu of many has increased the understanding and communication between the PLO and the filing deputies. This exchange has led to a better understanding of the District Attorney's policies and of new case decisions as they appear.

The PLO is able to relate to the investigators, supervisors, and line personnel the District Attorney's reasons for his actions. These are set forth in training bulletins and squad room briefings in order that all personnel may have the advantage of any new information which comes forth.

In addition to the filing and training duties, the PLO reviews all "in custodies" in order to ascertain that their arraignment deadline is met, completes all paper work and forms, takes all referrals to the City

Attorney's Office, handles all court paper work, makes reference to investigators and supervisors, and handles subpoenas.

Should the filing of charges in a complex case be difficult to understand or in case there may be numerous questions which can only be answered by the investigator, the handling investigator would be allowed to present his case. These instances are unusual, however, and nearly all of our cases are presented by the PLO who has every bit as much success as would have been realized had it been presented by the investigating officer.

b) Informal Structure

Meetings are arranged between the various members of the two agencies as the need from one or the other develops. There have been times when scheduled meetings were arranged and it was found that there were often times when no specific information was needed to be discussed or exchanged. Therefore, this informal structure has been arranged and meetings may be set up whenever it is desired. This procedure between the various supervisory or management levels appears to be satisfactory.

4. Prosecution Management Form

A Prosecution Management form has been developed to complement the Investigation Management information. The Prosecution Management form is initiated by the PLO at the time an investigator determines that sufficient facts have been developed to support a felony

or misdemeanor prosecution of an identified suspect. The PLO is assigned the responsibility of inputting information about the case through the prosecution phase until final disposition by the Superior or Municipal Court, or when the case is closed out with no prosecution. (see addendum 5B)

The form continues where the Case Management form leaves off. It seeks information concerning the charge a complaint is sought for, the charge a complaint is issued for, and the crime convicted of. It tracks different time spans, such as date complaint sought, date warrant issued, date of preliminary hearing, court date, and property release date. It seeks answers to the reasons for rejections and court dispositions. It serves to tell management what is happening with the cases which it is presenting to the court. Based upon this information, management will then be able to make more intelligent decisions. (see addendum 5C)

Cases are tracked in three models, 1) felony, 2) misdemeanor, and 3) juvenile offenses. Our program compliments the other two sources of prosecution information (Dept. of Justice yearly disposition information and Los Angeles County monthly PROMIS system information). Our Prosecution Management program provides information not available in the other systems, i. e., by individual case and also information on all cases, not just Part 1 crimes.

C. OBSERVATIONS

Although there have been few additional changes from the "Prior to MCI Approach" to the "After MCI Approach", this component appears to be generally meeting our needs.

As stated earlier in this chapter, due to the size of the local District Attorney's Office, there is little that our department can do to change policy within that structure. Realizing that they are a professional organization and have many constraints, as do police agencies, we have attempted to adopt many of their policies and modify our practices to coincide with their philosophy. Where there are differences we are able to exchange opinions and attempt to reach a solution which is agreeable to both parties.

We have established feedback and case disposition systems, improved the quality of our investigations, and instituted formal and informal police/prosecutor liaisons.

CHAPTER V

ADDENDA

- 5A DISTRICT ATTORNEY REJECTION/REFERRAL FORM
- 5B PROSECUTION MANAGEMENT FORM
- 5C PROSECUTION MANAGEMENT INSTRUCTIONS
- 5D SCREENING CRITERIA FOR MAJOR CASES

REJECTION

As to Deficient or Defective Evidence in Application for Complaint

On

July 29, 1976

at

2:00

P.m., the matter of

HALL, Mark Benjamin DR #76 13775 No CII

In custody

was submitted by R. Rice, SMPD

for consideration of a complaint charging the following offenses:

12020 P.C.

After due consideration thereof, it is the opinion of the undersigned Deputy District Attorney that such complaint should not be issued for the following reasons:

#2

REJECTION
REASON
CODE

Facts reveal officer searched the floorboard of the vehicle for his own safety while the defendant was outside the vehicle. It is doubtful that the court would uphold the search as reasonable due to fact that deft. was out of the vehicle and did not pose a threat to the officers. Accordingly the matter is rejected for lack of P.C.

RECOMMENDATION: 1. _____ Further Investigation. 2. _____ Submit to City Attorney.

JOHN K. VAN DE KAMP

District Attorney

By

BARRY F. KING

Deputy.

Santa Monica Branch

Office

In submitting this matter for consideration of a complaint, written reports of substantially all available evidence (except as to the oral information, if any, purporting to have been given by me and which is fully and correctly stated above) have been submitted to the above named Deputy (copies of which are attached hereto) except the following:

R. Rice

Officer

The disposition of this matter will be deemed final unless reconsideration thereof is requested by the commanding officer, stating his reasons therefor on the reverse side hereof.

**Santa Monica Police Department
Investigations Bureau**

Prosecution Management

VICTIM'S NAME _____		"A" or "M" NO. _____				
1. D.R. NO. 	7. DATE PRELIM. 					
2. COMPLAINT SOUGHT FOR 	DA	CA	10. CRIME CONVICTED OF 			
3. DATE COMPLAINT SOUGHT 	↓	↓	11. DATE PROPERTY RELEASE SENT TO PROP. CUST. 			
4. REASON FOR REJECTION (See code sheet)	↓	↓	9. COURT DISPOSITION <div style="display: flex; flex-direction: column;"> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px;"></div> </div>	↓	↓	<div style="display: flex; flex-direction: column;"> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px;"></div> </div>
5. COMPLAINT ISSUED FOR 	↓	↓	12. JUVENILE <div style="display: flex; flex-direction: column;"> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px;"></div> </div>			
6. DATE WARRANT ISSUED 	<div style="display: flex; flex-direction: column;"> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; width: 15px; height: 15px;"></div> </div>					

Rev. 10/77 Rem

PROSECUTION MANAGEMENT INSTRUCTIONS

Unnumbered - Suspect (s) Name (s)

Last Name - First Name - Middle Initial

"A" or "M" Number

"A" numbers are assigned to felony cases by the District Attorney's Office. "M" numbers are assigned by the Municipal Court to misdemeanor cases.

1. D.R. No. The first two digits are the calendar year. D.R. numbers are assigned sequentially commencing January. The first number for 1978 was 7800001.
2. Complaint
 sought for Provision is made for up to six alpha/numeric designations. The appropriate prosecutor block is checked.
3. Date Complaint The first set of two blocks designate the year. The second set of three blocks is based on the Julian Calendar. July 1, 1978, therefore was 78-183. The appropriate prosecutor block is checked.
4. Reason for
 Rejection Provision is made for a two digit code under each of the prosecutor blocks to identify the reason a case was rejected. See addendum 4E for codes.

5. Complaint Issued For
Provision is made for up to six alpha/numeric designations. The complaint issued may be for the same crime as in item 2, or it may be issued for a different crime. The appropriate prosecutor block is checked.
6. Date Warrant Issued
This date will be filled in, if appropriate. See item 3 for comment.
7. Date Prelim.
This is the date of the preliminary hearing. This date may change due to continuance, failure of suspect to appear, etc. See item 3 for comment on Julian Calendar.
8. Court Date
This is the trial date in the Superior or Municipal Court and the appropriate court is identified as S or M. This date may change for the reason noted in item 7. See item 3 for Julian calendar comment.
9. Court Disposition
Check appropriate block. If "other," note reason on bottom portion of sheet.
10. Crime Convicted
Provision is made for up to six alpha/numeric designations.
11. Date Property Release Sent to Prop Cust.
See item 3 for Julian calendar comment.

CONTINUED

2 OF 3

12. Juvenile

Check appropriate block. C & R is the abbreviation for counseling and release of the juvenile. Referral indicates the juvenile has been referred to a social welfare agency. Petition refers to the petition to Probation Department seeking formal court proceedings.

SCREENING CRITERIA FOR MAJOR CASES

1. Type of Crime

- a) Homicide
- b) Major Robbery Cases
 - 1) Where weapons were used
 - 2) Where there are substantial injuries to the victims
 - 3) Where large amounts of property were taken
 - 4) Type of premises (robbed (Bank, jewelry store, etc.)
- c) Crimes of Violence
 - 1) Where there is substantial injury to the victim
- d) Complicated and complex criminal activity
- e) Unique criminal conduct
- f) A series of similar types of crimes
 - 1) Robbery
 - 2) Auto Theft
 - 3) Burglary
- g) Case involving substantial amount of narcotics

2. Cases involving notoriety or publicity

3. Types of defendant

- a) Any defendant convicted of two (2) prior felonies within ten (10) years
- b) Any defendant convicted of a similar felony within five (5) years
- c) Any defendant convicted of a crime of violence within five (5) years
- d) Any defendant with a long arrest and conviction record involving crimes of violence.

CHAPTER VI. THE MONITORING SYSTEM

A monitoring system is essentially a Management Information System which provides police administrators and managers with timely and pertinent data concerning the effectiveness of the several key components of the total investigative system. It is aimed at evaluating a broad range of indicators which are critical to effective management within a police organization.

The improvement of investigative effectiveness must focus on three important types of issues: organizational, productivity, and procedural. Finding the best way to organize the police resources for effective criminal investigations hinges on the answer to questions related to centralization vs. decentralization of the investigative function and generalist vs. specialist investigative assignments. How these questions are resolved has a direct impact on the police agency's allocation of resources.

The second issue is productivity. All types of city government agencies have found it increasingly difficult to finance adequate staff. In many instances, fiscal pressures on municipal government have resulted in personnel attrition, causing fewer employees to be available to deal with increasing demands for police service. This should cause police administrators to focus their attention on workload analysis and performance evaluation in an effort to maximize the output of all their personnel.

The third issue is investigative procedure. The detective "mystique" which exists in so many police agencies has made it difficult to identify exactly what procedures an investigator follows to solve a case. Recent studies have shown that

much investigative effort undertaken by detectives duplicates the efforts of patrol. There is a need to focus on developing procedures of criminal investigation that are most likely to maximize investigative outcomes: the identification of the offender, apprehension, and the presentation of prosecutable cases which may lead to a conviction.

There is little agreement on how best to go about improving organization, productivity, and procedures. Only recently has attention been focused on them. Therefore, approaches that have been tried and that have met with success are not widely known. The most successful approaches to improving investigative effectiveness are those described in earlier portions of this manual:

1. Enhancement of the uniformed officer's participation in the investigation of criminal cases,
2. Early closure of some investigations,
3. Case management of continuing investigations, and
4. Improving the relationship between the police and the prosecutor.
5. Improving the allocation of investigative resources with the police agency.

Each of these reforms affects the performance and effectiveness of detectives. Each has specific objectives and goals. For the police administrator to know whether these objectives and goals are being achieved, some system of monitoring investigative performance is required. While many administrators believe they already have a broad picture of the effectiveness

of the investigative process in their agencies, it has been found that the factual basis upon which such assessments can be made is only attainable through a system for monitoring criminal investigations.

A.

PRIOR TO MCI APPROACH

Prior to implementing the monitoring component little information was available to management by which it could make any positive conclusions.

The little control and information provided was discussed in Chapter IV, Managing the Continuing Investigation. The only two formal procedures for monitoring were:

1. Uniform Crime Reporting

The Chief Clerk in the Records Division provided an accounting of crimes on a monthly and yearly basis. This accounting system utilized Uniform Crime Reporting Standards promulgated by the Federal Bureau of Investigation and entailed hand tallying with simple addition and subtraction to keep running accounts on various crime categories. Comparisons were also made to the previous year's statistics.

2. Master Log Book

All cases assigned to an investigator were logged in a Master Log Book kept at the receptionist's desk. Entry items consisted of victim's name, file number, type of offense, assigned investigator, date of report, and date follow-report was made.

Each investigator or section usually kept a "black book" or 3 x 5 card file for reference purposes, but this information was of little value for monitoring other than

perhaps to assist the officer in connecting a name with a case or to generally state how many cases were received by the section during a period of time.

- h) If arrests are being made, how are they taking place?
- i) Are evidence technicians being utilized, is crime analysis taking place and is physical evidence being found?
- j) Are the crimes being committed by adults or juveniles?
- k) Information concerning property losses and recoveries?

A case management form which could be utilized to obtain this type of information without burdening the investigator with time consuming effort was designed and implemented. (See addendum 4B). Most of the needed information is written on the form by the Case Screening Officer, and the remainder completed by the assigned investigator. Very little time or effort is required to place the necessary information onto the form (See Chapter III).

A prosecution management form was drafted which would track information desired from the point where the case was submitted to a prosecutor's office to its final disposition (See Chapter V and addendum 5C).

2. Data Analysis

Various means were examined in order to determine the types of systems available, and whether they could be utilized to provide our data analysis material. The department was under several constraints when reaching its decision.

The program had to be relatively low cost and meet our narrow time limits. The police department did not have its own computer system. The City provides whatever services are deemed necessary for the police department. The City had recently acquired a new computer and was in the process of implementing a new and involved financial system. Therefore, they were unable to provide any service for the MCI program at the commencement of the grant. It was also felt that the programs were too ambitious to maintain manually. On the advice of our systems people, we then proceeded with a program which utilized the OCR (Optical Character Reading) capability.

Forms which were capable of being OCR scanned were developed and the processing of all information began.

The software program for the Case Management program was written by the OCR company, and the program for the Prosecution Management program was written by the police department systems analyst.

All cases, both assigned and non-assigned, for the year of 1977 were transferred from the management forms onto the OCR forms. The information was processed and returned in two forms. One is the completed report document and the other is a computer tape.

In conjunction with the print-outs, our systems analyst has a CRT terminal located within his

office. Through this method he may access the computer tape on the City computer and query specific information which is not produced by the printed documents.

Starting January 1, 1978, several modifications to our system were made. We are now maintaining a manual system in conjunction with our computer system. The procedure serves two purposes. 1) It provides information on a day-to-day basis without having to wait for the most recent printout returns, and 2) it provides information to be shared with smaller agencies who will not have access to a computer which will require that they gather information by manual means rather than with a computer. (addendum 60)

We are presently phasing out our OCR processing method and will be moving to the City computer processing. Our material will be key punched to provide the printout material which we have identified. This procedure is now possible because the City's more urgent programs have been established and they have the time to process our requests. In addition, this procedure will give us closer cooperation and more control over our material and will be much less expensive to maintain.

3. Reporting

Staff has noted numerous comments around the country that the design of the printout material

should be for the concerned users and should contain only material which will be of value. With this in mind, we have four simple printouts.

a) Master Report (1118V)

This printout records each case which was received by the Investigations Bureau whether it was assigned for active follow-up investigation or "office review". The cases are listed in file number sequence, line item, no summary. This report serves as a continuing case history record. Investigative personnel may check this report to ascertain information on any past case. The record is printed quarterly or more often if required. (addendum 6B)

Information which is provided:

- 1) DR Number - Primary identifier
- 2) Victim - name of involved victim
- 3) Offense Penal Code - Type of crime involved as stated by penal code section. Part 1 crimes have a secondary number which provides information for UCR statistics.
- 4) Reclassified Penal Code - If the offense is found to be different from its original classification, its classification changes.
- 5) Screening Code - Referred for follow-up investigation, action pending - Office/Review; unfounded, to prosecution authority for complaint, and

handled by another agency.

- 6) DR Date - Date the offense report was received by the Police Agency.
- 7) Assign Date - Date the offense was assigned to an investigation for investigation.
- 8) Clear Date - Date the offense was cleared by UCR standard or active investigation suspended.
- 9) Active/Open Days - Number of days the case was under active investigation.
- 10) Investigation Officer - Serial number of the officer assigned to the case.
- 11) Investigation Unit- Unit number of the assigned officer, i.e., burglary, vice, checks, etc.
- 12) Arresting unit - Code number of the investigations unit, operations unit, citizen or other agency making the physical arrest.
- 13) I. D. Technician - Coded to show if the services of an I. D. technician were used in this case.
- 14) Lab Analysis - Was the service of lab analysis used?
- 15) Physical Evidence - Was physical evidence booked into property?
- 16) Clearance Code - Case cleared or suspended. Arrest, exception, unfounded, or suspended.
- 17) Clearance Type - Case cleared by arrest (based on what info.), case cleared without arrest, case suspended.

- 18) Adult/Juvenile - Suspects involved in the case.
- 19) Property Claim - Amount of property value loss.
- 20) Property Change - Amount of value loss revised by the Investigator.
- 21) Property Recovery - Amount of value recovered.
- 22) Release Date - Date the investigator has released impounded property.
- 23) Document Date & No. - Date the latest information on the case was entered into the computer.

b) Open Case Report (1118B)

This printout records each open case which is actively assigned for investigation. Printed reports are received every two weeks which are listed by individual investigator. The cases are listed with information on a line item with a total open summary. (addendum 6C). The report assists supervisors so that they can maintain control over the number and length of time investigators have cases open; it also prompts early case closures.

Information which is provided:

- 1) Officer's name and time period
- 2) DR Number
- 3) Victim's Name
- 4) Penal Code Offense
- 5) Penal Code Reclassification

- 6) Report Date
- 7) Assign Date
- 8) Active Days
- 9) Total Cases assigned
- 10) Avg. Active Case Days
- 11) Property Value Loss
- 12) Property Value Change
- 13) Property Value Recovery

c) Investigation Report-By Officer (1118A)

This printout records each case which has been assigned or investigated by the individual investigator during the month. It serves as the primary print-out to record the investigator's activity for a work period. All information which is compiled for the Master Report is totaled by individual investigator as a line item with a brief summary. Report aids supervisors and officers in ascertaining information pertaining to their individual cases.

d) Investigation Report Summary (PD5020)

This printout summarizes all cases which were assigned or investigated by the individual investigator during the month. Information is prepared primarily for supervision's use. Investigators assigned to the same section are compared together in order to compare work assignments and performance. On-going summaries are made each month which combine the prior month's totals so that the

section's activities may be compared for the year. Presently this report is prepared manually based upon 1118A reports. A program is being written which will produce this report automatically. (see addendum 6E)

- e) Prosecution Management Reports (PD5010)
This printout records each case in which an arrest was made or where a case was presented to the prosecutor for consideration. The report is printed monthly, individual case line item, no summary. Report assists officers and management in ascertaining dispositions of their various cases. Report is printed in two designs, 1) DR number sequence, and 2) alphabetical listing by suspect's name. (addendum 6I)

Besides the reports listed above, there are three formats by which the reports are received, 1) felony cases, 2) misdemeanor cases, and 3) juvenile cases. (addendum 6F-6H)

Information which is provided:

- 1) Report number
- 2) Name of suspect
- 3) Charge complaint sought for
- 4) District Attorney or City Attorney
- 5) Date complaint sought
- 6) Reason for rejection

- 7) Charge complaint issued for
- 8) Complaint issued by Prosecutor
(D. A. or C. A.)
- 9) Date warrant of arrest issued
- 10) Date of preliminary hearing
- 11) Court date
- 12) Court disposition
- 13) Offense charge convicted of
- 14) Property evidence release date
- 15) If a juvenile offender, disposition

f) Record Division Reports

The Record Division provides an accounting of crimes on a monthly and yearly basis. The accounting system conforms with Uniform Crime Reporting Standards promulgated by the Federal Bureau of Investigation, and is hand tallied with simple addition and subtraction to keep running accounts on various Part 1 crime categories. Comparisons are also made with the previous year's statistics.

g) Miscellaneous Reports

With the aid of the CRT terminal, the systems analyst may request any additional specific information that is desired. These may be reports concerning individual types of offenses or by analyzing any data which has been entered into the system through one of our management forms.

In addition, the Investigations Bureau receives computer printouts from the

Los Angeles District Attorney's Office on a monthly basis from its PROMIS program. (addendum 6J) It also receives computer printouts from the State of California, Department of Justice, on a yearly basis from its Arrest and Court Action Disposition Form (JUS8715) addendum 6K & 6L). This information can be utilized to assist us with additional decision making ability.

4. Date Validation

Staff has developed several checks and balances to ensure accuracy in data which is being presented in the reports produced by the system.

Initially the data which is entered onto management forms is checked by 1) the entering officer, 2) the section supervisor, and 3) the clerk entering the data onto the processing format. Any errors in data are returned to the reporting party for clarification prior to entering the data.

Data entered onto the processing format in error is returned from the processing company in a Message Error Printout. The error must be corrected and resubmitted before it will be accepted by the computer. There are numerous checks and balances built into the program logic. (addendum (6M)

All information entered into the computer provides an Update Entry Printout (1118B) (addendum 6N). This printout lists all previous data along

with current information. These printouts are reviewed by clerical personnel on a line by line basis for accuracy. Any information which conflicts with the established program is investigated and the correct date is put into the system.

Although there is an expenditure of manhours in checking for errors, the ratio of errors to information is very low, thus making the accuracy of the reports very high.

5. Evaluation Criteria

While all of the gathered information is reviewed for decision making criteria, special attention is paid to the individual and section case loads, the clearance figures, property recovered, and average time needed to investigate a case.

As the reports were designed by the users in order to assist them in making decisions, the information received has been valuable. Numerous organizational and policy changes have been implemented based upon information presented by the reports. Information will continue to be monitored for any problems, and as they arise, decisions will be made on how to meet them.

It is anticipated that case load and clearance standards and other guidelines will be established as more collective data becomes available.

C. OBSERVATIONS

The past monitoring capabilities of the investigations process was minimal. There was little in the way of formal monitoring and few positive decisions or changes which could be made based upon that information.

The Investigations Bureau presently has a formal monitoring process which is measuring numerous pieces of information. After a complete year of monitoring, there were many positive changes made based upon that information. These could not have been made without a monitoring system.

The Investigations Bureau is now in the process of accumulating data and setting standards for its personnel. With our monitoring system we will now be better able to meet our responsibilities.

ADDENDA

- 6A OCR FORM
- 6B MASTER REPORT (1118V)
- 6C OPEN CASE REPORT (1118B)
- 6D INVESTIGATION REPORT BY OFFICER (1118A)
- 6E INVESTIGATION REPORT SUMMARY
- 6F PROSECUTION MANAGEMENT REPORT, FELONY (PD5010)
- 6G PROSECUTION MANAGEMENT REPORT, MISDEMEANOR
- 6H PROSECUTION MANAGEMENT REPORT, JUVENILE
- 6I PROSECUTION MANAGEMENT REPORT, ALPHABETICAL
- 6J LOS ANGELES DISTRICT ATTORNEY, PROMIS SYSTEM
- 6K CALIFORNIA, DOJ, ARREST & COURT ACTION DISPOSITION FORM
- 6L CALIFORNIA, DOJ, ARREST & COURT DISPOSITION FORM
- 6M MESSAGE ERROR PRINTOUT (1118)
- 6N UPDATE ENTRY PRINTOUT (1118U)
- 6O CASE MANAGEMENT MANUAL MONITORING FORM



CITY OF
SANTA MONICA
CALIFORNIA
DEPARTMENT OF POLICE

PAGE OR DOCUMENT NO.	DATE TYPED VV JJJ
-------------------------	----------------------

CASE MANAGEMENT - (2/77)

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME		6. OFFENSE			
7. DATE OF REPORT VV JJJ	8. CASE SCREENING 1. ACTION PENDING 2. REF. FOR INVEST. 3. UNFOUNDED			4. TO PROSECUTION 5. OTHER AGENCY		9. RECLASSIFIED TO:	10. DATE ASSIGNED VV JJJ	11. DATE CLEARED-SUSPENDED VV JJJ	12. INVESTIGATIVE UNIT
13. INVESTIGATING OFFICER:	14. WHO MADE ARREST?	15. I.D. TECHNICIAN	16. LAB ANALYSIS	17. PHYSICAL EVIDENCE	18. CASE CLEARED BY: 1. ARREST 2. EXCEPTION 3. UNFOUNDED		19. TYPE OF CLEARANCE:		
20. 1. ADULT 2. JUVENILE		21. PROPERTY: CLAIMED VALUE	22. PROPERTY: VALUE CHANGED TO:	23. VALUE PROPERTY RECOVERED		24. DATE PROP. RELEASED VV JJJ	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.		

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME		6. OFFENSE			
7. DATE OF REPORT VV JJJ	8. CASE SCREENING 1. ACTION PENDING 2. REF. FOR INVEST. 3. UNFOUNDED			4. TO PROSECUTION 5. OTHER AGENCY		9. RECLASSIFIED TO:	10. DATE ASSIGNED VV JJJ	11. DATE CLEARED-SUSPENDED VV JJJ	12. INVESTIGATIVE UNIT
13. INVESTIGATING OFFICER:	14. WHO MADE ARREST?	15. I.D. TECHNICIAN	16. LAB ANALYSIS	17. PHYSICAL EVIDENCE	18. CASE CLEARED BY: 1. ARREST 2. EXCEPTION 3. UNFOUNDED		19. TYPE OF CLEARANCE:		
20. 1. ADULT 2. JUVENILE		21. PROPERTY: CLAIMED VALUE	22. PROPERTY: VALUE CHANGED TO:	23. VALUE PROPERTY RECOVERED		24. DATE PROP. RELEASED VV JJJ	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.		

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME		6. OFFENSE			
7. DATE OF REPORT VV JJJ	8. CASE SCREENING 1. ACTION PENDING 2. REF. FOR INVEST. 3. UNFOUNDED			4. TO PROSECUTION 5. OTHER AGENCY		9. RECLASSIFIED TO:	10. DATE ASSIGNED VV JJJ	11. DATE CLEARED-SUSPENDED VV JJJ	12. INVESTIGATIVE UNIT
13. INVESTIGATING OFFICER:	14. WHO MADE ARREST?	15. I.D. TECHNICIAN	16. LAB ANALYSIS	17. PHYSICAL EVIDENCE	18. CASE CLEARED BY: 1. ARREST 2. EXCEPTION 3. UNFOUNDED		19. TYPE OF CLEARANCE:		
20. 1. ADULT 2. JUVENILE		21. PROPERTY: CLAIMED VALUE	22. PROPERTY: VALUE CHANGED TO:	23. VALUE PROPERTY RECOVERED		24. DATE PROP. RELEASED VV JJJ	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.		

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME		6. OFFENSE			
7. DATE OF REPORT VV JJJ	8. CASE SCREENING 1. ACTION PENDING 2. REF. FOR INVEST. 3. UNFOUNDED			4. TO PROSECUTION 5. OTHER AGENCY		9. RECLASSIFIED TO:	10. DATE ASSIGNED VV JJJ	11. DATE CLEARED-SUSPENDED VV JJJ	12. INVESTIGATIVE UNIT
13. INVESTIGATING OFFICER:	14. WHO MADE ARREST?	15. I.D. TECHNICIAN	16. LAB ANALYSIS	17. PHYSICAL EVIDENCE	18. CASE CLEARED BY: 1. ARREST 2. EXCEPTION 3. UNFOUNDED		19. TYPE OF CLEARANCE:		
20. 1. ADULT 2. JUVENILE		21. PROPERTY: CLAIMED VALUE	22. PROPERTY: VALUE CHANGED TO:	23. VALUE PROPERTY RECOVERED		24. DATE PROP. RELEASED VV JJJ	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.		

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME		6. OFFENSE			
7. DATE OF REPORT VV JJJ	8. CASE SCREENING 1. ACTION PENDING 2. REF. FOR INVEST. 3. UNFOUNDED			4. TO PROSECUTION 5. OTHER AGENCY		9. RECLASSIFIED TO:	10. DATE ASSIGNED VV JJJ	11. DATE CLEARED-SUSPENDED VV JJJ	12. INVESTIGATIVE UNIT
13. INVESTIGATING OFFICER:	14. WHO MADE ARREST?	15. I.D. TECHNICIAN	16. LAB ANALYSIS	17. PHYSICAL EVIDENCE	18. CASE CLEARED BY: 1. ARREST 2. EXCEPTION 3. UNFOUNDED		19. TYPE OF CLEARANCE:		
20. 1. ADULT 2. JUVENILE		21. PROPERTY: CLAIMED VALUE	22. PROPERTY: VALUE CHANGED TO:	23. VALUE PROPERTY RECOVERED		24. DATE PROP. RELEASED VV JJJ	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.		

6A



CITY OF
SANTA MONICA
CALIFORNIA
DEPARTMENT OF POLICE

PAGE OR DOCUMENT NO.	DATE TYPED VV JJJ
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PROSECUTION MANAGEMENT - (2/77)

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME	6. "A" OR "M" NO.		
7. COMPLAINT SOUGHT FOR	DA CA	8. DATE COMP. SOUGHT VV JJJ	DA CA	9. REASON FOR REJECTION DA CA	10. COMPLAINT ISSUED FOR DA CA	11. DATE WARRANT ISSUED VV JJJ	
12. DATE PREUM VV JJJ	13. COURT DATE S/M VV JJJ	14. COURT DISPOSITION CODE 1. DISMISSED 2. NOT GUILTY 3. GUILTY	4. PLED GUILTY 5. DIVERTED 6. OTHER	15. CRIME CONVICTED OF	16. DATE PROP. REL. SENT VV JJJ	17. JUVENILE CODE 1. C. AND R. 2. REFERRAL 3. PETITION 4. CERT. AD. CT	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME	6. "A" OR "M" NO.		
7. COMPLAINT SOUGHT FOR	DA CA	8. DATE COMP. SOUGHT VV JJJ	DA CA	9. REASON FOR REJECTION DA CA	10. COMPLAINT ISSUED FOR DA CA	11. DATE WARRANT ISSUED VV JJJ	
12. DATE PREUM VV JJJ	13. COURT DATE S/M VV JJJ	14. COURT DISPOSITION CODE 1. DISMISSED 2. NOT GUILTY 3. GUILTY	4. PLED GUILTY 5. DIVERTED 6. OTHER	15. CRIME CONVICTED OF	16. DATE PROP. REL. SENT VV JJJ	17. JUVENILE CODE 1. C. AND R. 2. REFERRAL 3. PETITION 4. CERT. AD. CT	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME	6. "A" OR "M" NO.		
7. COMPLAINT SOUGHT FOR	DA CA	8. DATE COMP. SOUGHT VV JJJ	DA CA	9. REASON FOR REJECTION DA CA	10. COMPLAINT ISSUED FOR DA CA	11. DATE WARRANT ISSUED VV JJJ	
12. DATE PREUM VV JJJ	13. COURT DATE S/M VV JJJ	14. COURT DISPOSITION CODE 1. DISMISSED 2. NOT GUILTY 3. GUILTY	4. PLED GUILTY 5. DIVERTED 6. OTHER	15. CRIME CONVICTED OF	16. DATE PROP. REL. SENT VV JJJ	17. JUVENILE CODE 1. C. AND R. 2. REFERRAL 3. PETITION 4. CERT. AD. CT	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME	6. "A" OR "M" NO.		
7. COMPLAINT SOUGHT FOR	DA CA	8. DATE COMP. SOUGHT VV JJJ	DA CA	9. REASON FOR REJECTION DA CA	10. COMPLAINT ISSUED FOR DA CA	11. DATE WARRANT ISSUED VV JJJ	
12. DATE PREUM VV JJJ	13. COURT DATE S/M VV JJJ	14. COURT DISPOSITION CODE 1. DISMISSED 2. NOT GUILTY 3. GUILTY	4. PLED GUILTY 5. DIVERTED 6. OTHER	15. CRIME CONVICTED OF	16. DATE PROP. REL. SENT VV JJJ	17. JUVENILE CODE 1. C. AND R. 2. REFERRAL 3. PETITION 4. CERT. AD. CT	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME	6. "A" OR "M" NO.		
7. COMPLAINT SOUGHT FOR	DA CA	8. DATE COMP. SOUGHT VV JJJ	DA CA	9. REASON FOR REJECTION DA CA	10. COMPLAINT ISSUED FOR DA CA	11. DATE WARRANT ISSUED VV JJJ	
12. DATE PREUM VV JJJ	13. COURT DATE S/M VV JJJ	14. COURT DISPOSITION CODE 1. DISMISSED 2. NOT GUILTY 3. GUILTY	4. PLED GUILTY 5. DIVERTED 6. OTHER	15. CRIME CONVICTED OF	16. DATE PROP. REL. SENT VV JJJ	17. JUVENILE CODE 1. C. AND R. 2. REFERRAL 3. PETITION 4. CERT. AD. CT	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.

1. D.R. NO.	2. D.R. DATE VV JJJ	3. NEW CASE	4. DATA UPDATE	5. VICTIM'S NAME	6. "A" OR "M" NO.		
7. COMPLAINT SOUGHT FOR	DA CA	8. DATE COMP. SOUGHT VV JJJ	DA CA	9. REASON FOR REJECTION DA CA	10. COMPLAINT ISSUED FOR DA CA	11. DATE WARRANT ISSUED VV JJJ	
12. DATE PREUM VV JJJ	13. COURT DATE S/M VV JJJ	14. COURT DISPOSITION CODE 1. DISMISSED 2. NOT GUILTY 3. GUILTY	4. PLED GUILTY 5. DIVERTED 6. OTHER	15. CRIME CONVICTED OF	16. DATE PROP. REL. SENT VV JJJ	17. JUVENILE CODE 1. C. AND R. 2. REFERRAL 3. PETITION 4. CERT. AD. CT	TYPE "X" HERE IF DATA IN THIS BLOCK IS INVALID.

111/4 S. I. P. C. MASTER LIST OF DRAWS DATE 77 279

MASTERS AS OF 10-10-77

PRINTED 20.06 10/10/77 PAGE 404

U	OFFICE	CLASS	DATE	ASSIGN	DATE	CLERK	ACT	INVEST	ARR	ILP	CLEAR	A	PROPERTY VALUE	RELEASE	DOCUMENT	T	
NO.	NAME	CD	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE	DATE
7717202	459 51	1	77 263										000000		77 270	3042 A	
7717203	4973 71	1	77 269										001000	001000	77 271	3077 A	
7717204	6478	2	77 264	77 264	77 264		1677	03	03	1	81	1			77 266	3031 A	
7717205	381	4	77 264	77 264	77 277		1586	02	13	P	1	81	1		77 277	77 278 3015 C	
7717207	6471 00	1	77 262										000500		77 264	2998 A	
7717277	404V 60	1	77 262										000200		77 264	2996 A	
7717278	594	1	77 259												77 264	2996 A	
7717279	454 60	1	77 263										000009		77 264	2996 A	
7717280	484 60	1	77 263										000200 000045		77 264	2996 A	
7717281	484V 60	1	77 263										000030		77 264	2996 A	
7717282	23102	2	77 264	77 264	77 264		1548	06	06	2	85	1	000000		77 276	3118 A	
7717283	20002	1	77 263												77 264	2997 A	
7717287	211 21	1	77 264										000100		77 270	3042 A	
7717288	459 51	1	77 263										5535--		77 270	3044 A	
7717289	6534	2	77 264	77 265	77 265		1454	05		2	89	1			77 266	3014 C	
7717290	455 51	2	77 264	77 265	77 265		1548	06	13	1	81	2	000031	000031	77 271	3013 C	
7717294	6534	2	77 264	77 265	77 266		1454	05		2	89	1			77 269	3014 C	
7717295	4573 71	1	77 264										001000	001000	77 278	3157 A	
7717296	4573 71	1	77 264										001000	001000	77 271	3077 A	
7717297	670	2	77 264	77 264			1685	07		1	000166				77 271	3070 A	
7717298	459 60	2	77 264	77 265	77 270		1711	11		2	90	2	000035	000035	77 270	77 271 3014 C	
7717299	211 21	1	77 263										000040		77 270	3042 A	
7717300	4573 71	1	77 265										001000	001000	77 271	3077 A	
7717301	4573 71	1	77 273										001000	001000	77 276	3158 A	

11111 OPEN CASES REPORT #12 DATE = 77-321

MASTERS AS OF 11-21-77

PRINTED 06.40 11/22/77 PAGE 17

INVEST OFFICER # 1719 INVEST OFFICER MC GINNIS

DR NUMBER	VICTIM NAME	OFFENSE PENAL	CD	RECLASSIFIED PENAL	CD	DR DATE	ASSIGN DATE	OPEN DAYS	ACT DAYS
7712175	DUFFIELD, MICALLA	314				77 307	77 308	14	13
7712151	WILLIAMS, 1405 MONTANA	211	31			77 308	77 311	13	10
7720182	TAYLOR, BETTY	459	51			77 316	77 316	5	3
7720134	REYES, MIGUEL	211	31			77 315	77 320	6	1

INVEST OFFICER # 1719 TOTAL CASES ACT-DAYS AVG-ACT-DAYS OPEN-DAYS AVG-OPEN-DAYS PROP-CLAIM PROP-CHANGE PROP-RECOVP

4	27	6	38	9	50	50
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PC

INVEST OFFICER # 1454

PLASSE

77 274 TO 77 304

OR NUMBER	VICTIM	OFFENSE PENAL	RECLASSIFIED CD PENAL	C CD S	OR DATE	ASSIGN DATE	CLEAR DATE	ACT OPEN	INVESTG OFF UN	ARR UN	ILP DBL	CLEAR CD TYP	A J	PROPERTY CLAIM	VALUE CHANGE	RELEASE RECOVR	RELEASE DATE	DOCUMENT DATE	- I NO C
7718475	DAILY, TINA	242 45			2 77 282	77 284	77 297	13 15	1454 05			4 99	1					77 298	3203 C
7718496	SCHULZE, SIGRIU ANNA	187 11 DEATHRT			2 77 284	77 285	77 287	2 3	1454 05		1	2 90	1					77 305	3232 C
7718577	VON BEHREN, JOAN	242 45			2 77 285	77 287	77 293	6 8	1454 05		1	2 89	1					77 293	3257 C
7718616	ALLEN, RICHARD	653M			2 77 286	77 291			1454 05				1					77 291	3271 A
7718727	KUCHIS, LINDA DIANE	MISPEKS			2 77 290	77 290	77 291	1 1	1454 05			3 90	1					77 293	3275 C
7718745	DEBARMORE, VICTORIA	245 42			2 77 288	77 291	77 291	1 3	1454 05	13	1 P	1 81	1				77 291	77 293	3273 C
7718751	SALERNO, JOHN	245 42			2 77 288	77 291			1454 05		1		1					77 291	3270 A
7718758	SMITH, RONALD	12020			2 77 289	77 290	77 291	1 2	1454 05	13	P	1 81	1					77 293	3273 C
7718805	STEWART, KATHLEEN	242 45			2 77 289	77 291	77 298	7 9	1454 05			4 90	1					77 298	3270 C
7718829	MC CRAY, HENRY	245 43			2 77 290	77 291	77 291	1 1	1454 05	13		1 81	1					77 293	3273 C
7718929	ESPARZA, MARY	245 43			2 77 291	77 292	77 298	6 7	1454 05	13	1 P	1 81	1					77 305	3285 C
7718955	WINSTON FIRE CO.	459 53			1 77 291	77 293	77 305	N/A 13	1454 05		1	2 90	1					77 306	3349 C
7718993	RICHARDS, WALTER	242 45			2 77 292	77 294	77 299	5 7	1454 05			2 89	1					77 300	3339 C
7719050	PRICE, FRANK	242 45			2 77 293	77 294	77 298	4 5	1454 05			2 89	2					77 299	3339 C
7719071	CHARLSTONS	1481			2 77 292	77 294	77 299	5 7	1454 05			4 99						77 300	3339 C
7719122	JOHNSON, ALBERT	245 43			2 77 295	77 297			1454 05				1					77 298	3336 A
7719263	MCDWEN, JOYCE	653M			2 77 197	77 298	77 299	1 102	1454 05			2 89	1					77 300	3369 C
7719295	BLUTH, SINDY	245 42			2 77 298	77 299			1454 05	13	1		1					77 299	3377 A
7719422	BAUER, KATHERINE	242 45			2 77 299	77 300			1454 05				1					77 300	3410 A
7719577	BETTS, ANDREA	245 43			2 77 302	77 304	77 305		1454 05	13	1 P	1 81	1				78 305	77 305	3437 C
7719587	DIAZ, JULIAN	245 42	242 45		2 77 302	77 304	77 305		1454 05	13	1 P	1 81	2				78 305	77 305	3437 C
7719589	ROSE, JACK	242 45			2 77 302	77 304			1454 05				1					77 304	3441 A
7719605	MARTIN, JUAN	245 43			2 77 304	77 305			1454 05		1		1					77 305	3457 A

MONTHLY INVESTIGATION REPORT BY OFFICER

November 1977

Time Frame : 305-334

Ser #	Officer	Detail	Cases On-Hand	Cases Assigned	Total Cases	Arrest Codes				Arrests / Bureau			Arrest No. %	Exception No. %	Unfound No. %	Total Inv	Total Clear	Total Susp.	Total Active	Avg ActDays	Reg. AMF.
						On-Scene	F/U	No. Arr.	Susp.	Oper	Invest.	Other									
1454	Plasbe	Hom.	13	27	40	7	0	13	9	7	0	0	5 / 17	13 / 45	2 / 7	29	20 / 69	9 / 31	11	7	—
1458	Wilson	Hom.	20	26	46	10	1	19	5	10	1	0	7 / 20	21 / 60	0 / 0	35	29 / 83	6 / 17	11	11	—
													/	/	/		/	/			
1600	Archer	Robb.	3	14	17	1	5	0	6	3	3	0	6 / 50	0 / 0	0 / 0	12	6 / 50	6 / 50	5	4	30
1719	McGinnis	Robb.	2	12	14	6	0	0	5	4	2	0	5 / 45	1 / 9	0 / 0	11	6 / 55	5 / 45	3	1	—
													/	/	/		/	/			
1548	Hard	Burg.	30	54	84	21	19	10	8	29	9	2	26 / 44	22 / 37	2 / 3	59	50 / 85	9 / 15	25	5	47,447
1700	Richardson	Burg.	15	30	45	9	1	1	22	9	1	0	9 / 27	1 / 3	1 / 3	33	11 / 33	22 / 67	12	6	1350
													/	/	/		/	/			
1507	Kemp	M.C.	2	55	57	2	52	2	1	1	52	1	53 / 93	3 / 5	0 / 0	57	56 / 98	1 / 2	0	5	23,545
1547	Cortrite	M.C.	4	0	4	4	0	0	0	4	0	0	4 / 100	0 / 0	0 / 0	4	4 / 100	0 / 0	0	2	142
1653	Rice	M.C.	2	2	4	0	0	1	0	0	0	0	0 / 0	1 / 100	0 / 0	1	1 / 100	0 / 0	3	1	—
1658	C. Brown	M.C.	1	19	20	3	14	0	3	0	17	0	17 / 85	0 / 0	0 / 0	20	17 / 85	3 / 15	0	6	326
		M.C.*	9	76	85	9	66	3	4	5	69	1	74 / 90	4 / 5	0 / 0	82	78 / 95	4 / 5	3	—	24,013
													/	/	/		/	/			
1586	Sgt. Murphy	Narc.	4	16	20	10	0	2	0	9	1	0	8 / 67	4 / 33	0 / 0	12	12 / 100	0 / 0	8	4	—
1625	M. Smith	Narc.	0	1	1	1	0	0	0	0	1	0	1 / 100	0 / 0	0 / 0	1	1 / 100	0 / 0	0	1	—
1648	Lopez	Narc.	0	0	0	0	0	0	0	0	0	0	0 / 0	0 / 0	0 / 0	0	0 / 0	0 / 0	0	0	—
		Narc.*	4	17	21	11	0	2	0	9	2	0	9 / 69	4 / 31	0 / 0	13	13 / 100	0 / 0	8	—	—

○ means the discrepancy between the two circled numbers is due to an unusual type clearance (4-B1 and 4-B6 respectively)

* Major Crimes and Narcotics are tallied as teams, individual totals are merely used to ascertain the team total.

MONTHLY INVESTIGATION REPORT BY OFFICER

4 Month Summary

By Team

Aug 77 to Nov 77

Ser #	Officer	Detail	Cases On-Hand	Cases Assigned	Total Cases	Arrest Codes				Arrests / Bureau			Arrest No. %	Exception No. %	Unfound No. %	Total Inv	Total Clear	Total Susp.	Total Active	Avg ActDays	Rec. AMT
						Or- Scene	F/U	No Att.	Susp.	Oper	Invest.	Other									
Total	2	Hom.		214		59	3	111	50	56	3	3	52/23	113/50	7/3	224	173/77	51/23	87	—	1000
Avg.	Mo.			54		15	.8	28	13	14	1	1	13/	28/	2/	56	43	13/	22	—	250
Ea.	Mo.			27		7	.4	14	6	7	.5	.5	7/	14/	.9/	28	22/	6/	11	8	125
													/	/	/		/	/			
Total	2	Rabb.		105		28	23	11	46	29	12	10	41/38	16/15	3/3	108	62/57	46/43	24	—	2839
Avg.	Mo.			26		7	6	3	11	7	3	3	10/	4/	1/	27	16/	11/	6	—	710
Ea.	Mo.			13		4	3	1	6	4	2	1	5/	2/	.4/	13	8/	6/	3	5	355
													/	/	/		/	/			
Total	2	Burg		296		64	30	41	141	68	16	10	72/26	57/21	6/2	277	135/49	142/51	129	—	69,186
Avg.	Mo.			74		16	8	10	35	17	4	3	18/	14/	2/	69	34/	35/	32	—	17,297
Ea.	Mo.			37		8	4	5	18	9	2	1	9/	7/	.8/	35	17/	18/	16	5	8,648
													/	/	/		/	/			
Total	4	m.c.		240		22	156	6	69	17	160	1	116/46	67/26	1/.04	253	184/73	69/27	17	—	34,618
Avg.	Mo.			60		6	39	2	17	4	40	.3	29/	17/	.3/	63	46	17/	4	—	8655
Ea.	Mo.			15		1	10	.5	4	1	10	.06	7/	4/	.06/	16	12/	4/	1	3	2,164
													/	/	/		/	/			
Total	3	Narc.		75		65	1	3	1	51	13	2	48/68	18/25	3/4	71	69/97	2/3	19	—	—
Avg.	Mo.			19		16	.3	.8	.3	13	3	.5	/	/	/	18	17/	.5/	5	—	—
Ea.	Mo.			6		5	.08	.3	.08	4	1	.2	/	/	/	6	6/	.2/	2	6	—

BE

RUN DATE: 12/08/77

PROSECUTION MANAGEMENT
FOR MONTH OF JAN, 1977

PROGRAM NO. - P05010
PAGE 1

REPORT NUMBER	NAME OF SUSPECT	COMPNT A BOUGHT FOR	COMPNT A ISSUED FOR	REASON FOR REJECTION	COMPNT A ISSUED YR-DAY	WARRANT ISSUED YR-DAY	PRELIM HEARING YR-DAY	COURT YR-DAY	C DISPOS	CRIME CONVCT OF	JUVN	PROPT RELEAS YR-DAY	VER SERI NO.
7700148	BRODSKY A	459	-1	484F2 -1	77-006-1	-	77-069	77-118-8	PD GLT	484F2	-	-	-
7700211	COOPER NORMAN	245A	-1	245A -2	77-006-1	-	-	77-066-M	DISMIS	-	-	77-075	
7700227	REED RANDALL	459	-1	459 -1	77-019-1	-	77-041	77-117-8	DISMIS	-	-	77-180	
7700227	REED RANDALL H	459	-1	459 -1	77-019-1	77-021	-	-	-	-	-	-	
7700267	THOMAS DIANE	211	-1	- LACK OF PROBABLE	77-007-1	-	-	-	-	-	-	-	
7700267	FISHER TANDA	211	-1	- LACK OF PROBABLE	77-007-1	-	-	-	-	-	-	-	
7700286	TIAHA SUSAN	664487-1	-1	664487-1	77-017-1	77-019	-	-	-	-	-	-	
7700343	WATSON DENNIS W	459	-1	459 -1	77-010-1	-	77-020	77-137-8	PD GLT	459	-	77-241	
7700426	SCHULZ PHILLIP H	459	-1	459 -2	77-010-2	-	-	77-021-M	PD GLT	10M52	-	-	
7700492	CHANEY RONALD V	12020	-3	-	77-013-3	-	-	-	-	-	-	-	
7700492	CHANEY RONALD V	12020	-3	- INTEREST OF JUSTICE	77-013-3	-	-	-	-	-	-	-	
7700568	GIBBS DUNNA	470	-1	470 -2	77-038-2	77-084	-	-	-	-	-	-	
7700675	WILLIAMS SCOTT K	459	-1	459 -2	77-014-2	-	-	77-021-M	PD GLT	459	-	-	
7700752	HOLLORAN KATHERINE	459	-1	459 -1	77-018-1	-	77-028	77-109-8	PD GLT	459	-	77-175	
7700836	ADAMSON WENDY	459	-1	459 -1	77-018-1	-	77-018	77-125-8	PD GLT	459	-	77-175	
7700836	HOLLORAN KATHERINE	459	-1	459 -1	77-018-1	-	77-028	77-109-8	PD GLT	459	-	77-175	
7700898	BURRIS JONICE F	11377	-1	11377 -2	77-018-2	-	-	77-108-M	PD GLT	11377	-	-	
7700954	HINES CHARLES E	10851	-1	10851 -2	77-018-2	-	-	77-028-M	DISMIS	-	-	-	
7700955	COLVIN RICHARD E	12020	-3	-	77-018-3	-	-	-	-	-	-	-	
7700955	COLVIN RICHARD E	12020	-3	- LACK OF PROBABLE	77-018-3	-	-	-	-	-	-	-	
7700993	DUFFIE COLUMBUS	245A	-1	245A -1	77-024-1	-	77-034	77-146-8	PD GLT	245A	-	77-241	
7701092	KHAUSE WM R	459	-1	459 -2	77-020-1	-	-	77-028-M	PD GLT	487,3	-	77-031	
7701092	SCARBROUGH CARY R	459	-1	459 -2	77-020-1	-	-	77-028-M	PD GLT	487,3	-	77-031	
7701171	JOHNSON LAURENCE CHA	11377	-1	11377 -2	77-020-1	-	-	77-027-M	PD GLT	11357	-	77-039	
7701171	MILLS TONY C	11379	-1	11379 -1	77-020-1	-	77-034	77-034-M	DISMIS	-	-	77-034	
7701212	PRECIADO JIMMY	459	-1	459 -1	77-042-1	77-043	77-083	-	-	DISMIS	-	77-084	
7701212	PRECIADO JIMMY	459	-1	459 -1	77-042-1	77-045	-	-	-	-	-	-	
7701230	TELFAR KEVIN L	496	-1	496 -2	77-027-1	77-136	-	-	-	-	-	-	
7701300	FUENTES KATHLEEN	245A	-1	245A -2	77-024-1	-	-	77-101-M	DISMIS	-	-	77-103	
7701302	PARR ROBERT G	470	-1	- LACK OF PROBABLE	77-025-1	-	-	-	-	-	-	-	
7701362	MASON DAVID	666	-3	666 -2	77-024-2	-	-	77-039-M	PD GLT	666	-	77-075	
7701369	ORTIZ RAMON	242	-1	242 -2	77-025-1	-	-	77-035-M	PD GLT	148	-	77-038	
7701391	SANDOVAL MANUEL A	496	-3	496 -2	77-025-2	77-096	-	-	-	GUILTY	484	-	
7701391	HERRELLEZ JORGE	496	-3	496 -2	77-025-2	-	-	77-074-M	NT GLT	-	-	77-075	
7701422	FENDERSON WAYNE R	459	-1	459 -1	77-025-1	-	77-034	77-034-M	PD GLT	459	-	77-038	
7701445	SEXTON FLORENCE	470	-1	- LACK OF PROBABLE	77-025-1	-	-	-	-	-	-	-	
7701445	BURKE CLYDE	4143	-1	- LACK OF PROBABLE	77-025-1	-	-	-	-	-	-	-	
7701560	TELFAR KEVIN L	496	-1	496 -2	77-027-1	77-136	-	-	-	-	-	-	
7701634	REDICH PHILLIP L	288	-1	288 -1	77-027-1	-	77-034	77-115-8	PD GLT	288	-	77-178	
7701676	MELGOZA JERRY L	11351	-1	11350A-1	77-028-1	77-062	-	-	-	-	-	-	
7701678	REYNOSO RUBEN	459	-3	459 -2	77-028-1	-	-	77-056-M	PD GLT	459	-	77-059	
7701709	REYNOSO RUBEN M	459	-3	459 -2	77-028-1	-	-	77-056-M	PD GLT	459	-	77-059	

RUN DATE: 12/08/77

PROSECUTION MANAGEMENT
FOR MONTH OF JAN, 1977

PROGRAM NO.-PD5010
PAGE 1

REPORT NUMBER	NAME OF SUSPECT	COMPNT A SUGHT FOR	COMPNT A ISSUED FOR	REASON FOR REJECTION	COMPNT A ISSUED YR-DAY	WARNNT ISSUED YR-DAY	PRELIM HEARNG YR-DAY	COURT YR-DAY	C DISPOS	CRIME CONVCT OF	JUVN	PROPNT RELEAS YR-DAY	VENF SERI NO.
7700041	AJERGER LOUISE	11377	-2	11377	-2	77-004-2	77-122	-	77-035-M	DIVERT	-	-	-
7700122	BRADFORD JOHN R	484	-2	484	-2	77-006-2	-	-	77-007-M	PD GLT 484	-	-	-
7700153	NICHOLS HERBERT W	484	-2	484	-2	77-003-2	-	-	77-004-M	PD GLT 484	-	-	-
7700230	MOORMAN DONNA L	484	-2	484	-2	77-004-2	-	-	77-082-M	PD GLT 484	77-083	-	-
7700299	LAMON HERMAN S	484	-2	484	-2	77-018-2	77-027	-	-	-	-	-	-
7700331	SANDUSKY DENNIS E	11550	-2	11550	-2	77-006-2	-	-	77-046-M	DISMIS	77-075	-	-
7700554	SHEPHERD ELLIOTT DUB	484	-2	484	-2	77-011-2	-	-	77-042-M	PD GLT 602J	77-060	-	-
7700702	SCRIMUGER KEVIN D	484	-2	484	-2	77-013-2	-	-	77-013-M	PD GLT 484	-	-	-
7700719	APOSTEL ED WALTER	48460	-2	484	-2	77-013-2	-	-	77-056-M	PD GLT 602J	77-060	-	-
7700765	ERICSON ALLEN SCOTT	48460	-2	484	-2	77-014-2	-	-	77-028-M	PD GLT 602J	77-054	-	-
7700834	GARCIA KAREN LEE	48460	-2	-	-	77-017-2	-	-	-	-	77-084	-	-
7700880	SANTMYER JOHN A	11377	-2	602L	-	77-026-2	77-060	-	-	-	-	-	-
7700894	WILSON ELVIN	11550	-2	23102A	-2	77-015-2	77-042	-	-	-	-	-	-
7700908	JENKINS KENNETH	484	-2	-	-	77-017-2	-	-	-	-	-	-	-
7701133	WONDRUM RONALD	48460	-2	484	-2	77-019-2	-	-	77-019-M	PD GLT 602J	-	-	-
7701191	MILLER SUSANNA	484	-2	484	-2	77-020-2	-	-	77-038-M	PD GLT 602J	77-039	-	-
7701200	SCHWEITZER DAVID C	496	-2	-	-	77-069-2	-	-	-	-	77-081	-	-
7701291	SHOFFNER FRANCES	484	-2	484	-2	77-021-2	-	-	77-045-M	PD GLT 602L	77-047	-	-
7701348	PUSATERI MARC	602148	-2	602L59	-2	77-024-2	-	-	77-032-M	PD GLT 594	77-033	-	-
7701363	MORGAN VEON	484	-2	484	-2	77-024-2	-	-	77-108-M	DISMIS	77-109	-	-
7701401	DAVIS ROBERT	484	-2	484	-2	77-025-2	-	-	77-028-M	PD GLT 484	77-040	-	-
7701403	CONTRERAS EDWARD	484	-2	484	-2	77-024-2	-	-	77-110-M	GUILTY 487.1	-	-	-
7701406	GRAYTON GENEVA	11550	-2	11550	-2	77-024-2	77-077	-	77-122-M	DISMIS	77-124	-	-
7701420	DELGADO RAMIRO	484	-2	484	-2	77-024-2	-	-	77-143-M	PD GLT 602J	-	-	-
7701428	KUDUK DAYTON E	484	-2	-	-	77-032-2	-	-	-	-	77-084	-	-
7701429	GRANILLO DEMETRIO	148	-2	148	-2	77-024-2	-	-	77-056-M	PD GLT 415	77-059	-	-
7701431	COHEN LINDA	11357A	-2	11357A	-2	77-054-2	-	-	77-077-M	PD GLT 11357A	-	-	-
7701516	ORTAS ALEXIS	484	-2	484	-2	77-025-2	-	-	77-028-M	PD GLT 602J	77-032	-	-
7701569	ADAMSON BRUCE	148	-	-	-	77-026-	-	-	77-026-M	DIVERT 148	-	-	-
7701677	GONZALES GUADALUPE	484	-2	484	-2	77-027-2	-	-	77-056-M	PD GLT 484	-	-	-
7701730	LUNA CLEM	11550	-2	-	-	77-028-2	-	-	-	-	-	-	-
7701732	CUSCIA PAMELA ANN	11550	-	11550	-2	77-028-2	-	-	77-245-M	DISMIS	-	-	-
7701763	KLENNER ROBERT	484	-2	484	-2	77-028-2	-	-	77-094-M	DISMIS	77-046	-	-
7701864	RICHESSUN RICH	148	-2	148	-2	77-030-2	77-035	-	-	-	-	-	-
7701914	SMITH LENA	484	-2	484	-2	77-031-2	-	-	77-031-M	PD GLT 484	77-032	-	-

LC

RUN DATE: 12/08/77

PROSECUTION MANAGEMENT
FOR MONTH OF JAN, 1977

PROGRAM NO.-PD5010
PAGE 1

REPORT NUMBER	NAME OF SUSPECT	COMPNT A SOUGHT FOR	COMPNT A ISSUED FOR	REASON FOR REJECTION	COMPNT A ISSUED YR-DAY	WARRANT ISSUED YR-DAY	PRELIM HEARING YR-DAY	COURT YR-DAY	C DISPOS	CRIME CONVCT OF	JUVN PROPRY RELEAS YR-DAY	VERF SERI NO.
7700059	RICHARDSON J	148	CRH	.
7700126	DOE JOHN	484	REFE	.
7700176	DOE JOHN	594	CRH	.
7700216	DOE JOHN	484	CRH	.
7700293	BOYLES LEONARD	647F	.	.	77-012-	PETI	.
7700389	SEARS & ROEBUCK	484	CRH	.
7700730	OLIVAS	6536	REFE	.
7700730	DOE JOHN	6536	REFE	.
7700821	DESHANE LANCE	245	REFE	.
7700821	TODD SHAWN	245	CRH	.
7700823	FRAGOSO JONATHAN	245	PETI	.
7700823	MEDINA SILVESTER	245	PETI	.
7700823	GOMEZ HECTOR	245	PETI	.
7700832	DOE JOHN	594	CRH	.
7700897	NEEDHAM ROBERT	381	REFE	.
7700974	RAMSEY JAMES	211	CRH	.
7701021	ELLIOTT MARK	23110	CRH	.
7701168	DUEFRENE STEVEN	484	CRH	.
7701168	MESARUS THOMAS	484	CRH	.
7701168	SPEARMAN BRAD	484	CRH	.
7701168	WATSON MICHAEL	484	CRH	.
7701181	HARRIOS JAMIE	484	CRH	.
7701190	GOMEZ JOSE	487,3	REFE	.
7701190	GOMEZ RAMIRO	487,3	REFE	.
7701190	PIRRFSA MARIO	487,3	REFE	.
7701208	THOMAS LEE	11357	REFE	.
7701209	GRUSHENKO MARK	484	CRH	.
7701236	HAVO ISABEL	459	REFE	.
7701236	IBARRA ALMA	459	REFE	.
7701236	LOZANO MARIA	459	REFE	.
7701294	MONTOYA STEVEN	459V	PETI	.
7701501	DWYER KELLY	484	CRH	.
7701501	FUY TRACIE	484	PETI	.

49

DR NUMBR	SUSPECT'S NAME	CHARGE SOUGHT	PROSE- CUTOR1	DATE SOUGHT	REJCTN REASON	COM- PLAINT	PROSE- CUTOR2	DATE WRNT	DATE PRELIM	COURT DATE	DISPO	CNVCTN OFFENSE	PROP RELSE	JUVNLE CNVCTN
7714541	ARFISON, MARY ELLE													
7714500	ALPHIN, JAMES R.													
7714506	ALPHIN, JAMES R.													
7714755	ALVAREZ, LINDA A.													
7717806	AMATO, FRANK D.													
7717305	AMZUJITA, CARLOS													
7717174	ARROYO, JOSHUA													
7719014	BEARD, KENNARD FAR													
7717524	HERMIJO, AND													
7717528	HERMIJO, JOSE													
7719412	BOGEL, PAUL													
7718454	BROWN, JAMES													
7717472	BURLEY, MIKE													
7717840	CALDERON, RAYMOND													
7717840	CARRANZA, DANIEL													
7706437	CASIANO, VICTOR													
7711226	CLARK, HARRY STEVE													
7716122	COLE, MILTON A.													
7718302	COLEMAN, MARK													
7711021	COMPTON, DAVID													
7717083	COVINGTON, ROY													
7704407	CUEVA, ANTHONY													
7705432	CUEVA, ANTHONY													
7704369	CUEVA, ANTHONY													
7706375	CUEVA, ANTHONY													
7705432	CUEVA, RUBIN													
7706369	CUEVA, RUBIN													
7706375	CUEVA, RUBIN													
7718015	DANNENFELDER, LEO													
7712954	DAVIS, GEORGE F.													
7718374	DAVIS, MICHAEL													
7716963	DE LA ROZA, J.G.													
7714825	DOMAN, JAMES													
7718548	DONALDSON, KEVIN													
7715557	DUNE, PATRICK													
7715557	DUNE, PATRICK													
7718879	DURAN, JOSE JERRY													
7717840	ESCALERA, RONALD													
7718714	FAY, WESLEY													
7718714	FAY, WESLEY ROY													
7704814	FERRITE, THOMAS													
7716440	FIELDS, KERRY R.													
7703101	FLEMING, REGINALD													
7714725	FERNOSA, DOMINIC A													
7703432	FOUCHE, PIERRE													
7715160	FREDERICKS, DENNIS													
7713206	FRON, BEN													
7716354	FUSON, JAMES R.													
7718625	GLEASON, LAWRENCE													
7717424	GONZALEZ, MARIA													
7718454	GRAY, DONALD													
7713241	GRIZZLE, WILLIAM D													
7718716	GUZMAN, LYDIA													

DR NUMBER	SUSPECT'S NAME	CHARGE BOUGHT	PROSEC- UTOR1	DATE BOUGHT	REJCIN REASON	COM- PLAINT	PROSEC- UTOR2	DATE WRNT	DATE PRELIM	COURT DATE	DISPO	CONVCTN OFFENSE	PROP RELSE	JUVNLE CONVCTN
7708313	ABDO, ZAHIF	245		77150										PETITN
7714581	ABELSON, MARY ELLE	484	CA	77220		484	CA			77287	P/GTY	602		
7711447	ACASTA, YOLANDA													C & R
7721186	ADAMS, JOHN LICK	484	CA	77328		484	CA			77348	P/GTY	602		
7717015	ADAMS, KENNETH H.	245	CA	77269		245	CA			77301	DSMSS			
7712307	ADAMS, THOMAS	647	CA	77187		647	CA			77280	P/GTY	602		
7700836	ADAMSON, WENDY	459	DA	77018		459	DA	77018	77125	P/GTY	459	77175		
7700836	ADAMSON, WENDY	459	DA	77018		459	DA	77018	77125	P/GTY	459	77175		
7702510	ADAMSON, WENDY	11550	CA	77041		11550	CA			77137	P/GTY	647		
7702872	ADAMSON, WENDY	459	DA	77053		459	DA	77062	77125	P/GTY	459	77273		
7703066	ADAMSON, WENDY	459	DA	77053		459	DA	77062	77125	P/GTY	459	77273		
7703074	ADAMSON, WENDY	459	DA	77053		459	DA	77062	77125	P/GTY	459	77273		
7712801	ADVOKAT, RUTH H.	484	CA	77195		484	CA	77262						
7712762	AGUILAR, SERGIO													C & R
7706906	AGUILAR, CHRISTIN													C & R
7711831	AGUILERA, LENNY													C & R
7700041	AJERGER, LOUISE	11377	CA	77004		11377	CA	77122		77035	OTHER			
7712708	ALAS, MAURICIO	647	CA	77193		647	CA			77231	P/GTY	602		
7715845	ALDRETE, JOSE HUNT													C & R
7704096	ALEXANDER, RANDOLF	4390	DA	77069	1784	4390	CA			77133	P/GTY	4390		
7720860	ALLBRITTON, DONALD	484	CA	77323		602	CA			77336	DSMSS			
7712255	ALLBRITTON, RALPH	242	CA	77187		242	CA			77196	P/GTY	242		
7708185	ALLEN, DONALD R.	11377	CA	77125		11377	CA			77262	P/GTY	11377		
7711002	ALLEN, RAY	211	DA	77175	PR CAU	11550	CA			77189	P/GTY			
7707533	ALLEN, WAYNE													PETITN
7716500	ALPHIN, JAMES													C & R
7716500	ALPHIN, JAMES R.	496	CA	77262		496	CA			77280	P/GTY	496		
7716506	ALPHIN, JAMES R.	496	CA	77262		496	CA			77280	P/GTY	496		
7710557	ALVA, TONY													C & R
7710384	ALVAREZ, GERARDO	459	CA	77220		459	CA			77220	P/GTY	484		
7714755	ALVAREZ, LINDA A.	487	CA	77250		487	CA	77276						
7711179	ALVAREZ, NELSON	459	CA	77175	PR CAU									
7712515	ALVAREZ, ANTHONY A	484	CA	77192		484	CA			77196	P/GTY	602		
7717806	AMATO, FRANK D.	261	DA	77286		261	DA		77300		DSMSS			
7717305	AMEZQUITA, CARLOS	487	DA	77280		487	DA	77285						
7710557	AMOS, GREGORY P.													C & R
7720943	ANDERSON, DAVID PA	484	CA	77324		484	CA			77329	P/GTY	484		
7713756	ANDERSON, SHARON													C & R
7713463	ANDRADE, ALVARO JE													
7620957	ANGELIN, MICHELLE	556	DA	77031		556	DA		77062	77214	P/GTY	556	77251	
7710557	ANGULO, JUAN													C & R
7714611	ANJAN, SHAMEEN S.	484	CA	77221		484	CA			77322	P/GTY	602		
7708615	ANSELMO, ANTHONY	647	CA							77168	P/GTY	602		
7709471	ANTANILIN, VAUGHN	242	CA	77167	PR CAU									
7714345	ANTHONY, GARY K.	314	CA	77229		314	CA	77249						
7714345	ANTHONY, GARY K.	314	CA	77294		314	CA			77322	P/GTY	647		
7710919	ANTHONY, JAMES N.	518	DA	77242										
7721753	ANTOLA, MONICA													PETITN
7720349	ARABULLO, EDUARDO	594	CA	77342	PR CAU									
7706966	ARELLANO, ROGER	10851	CA	77124	PR CAU									
7712154	ARGUELLO, MOISES													PETITN
7711151	ARGUELLO, MOISES LI													PETITN
7719587	ARGUEBLO, BEN													C & R

L. A. COUNTY DISTRICT ATTORNEYS OFFICE
CRIME ANALYSIS SUMMARY JULY, 1977
SANTA MONICA POLICE DEPT.

DATE 08/21/77

	MURDER	MAN- SLGHTR	RAPE	ROBB.	ASSAULT	BURG- LARY	GRAND THEFT	GRAND THEFT- AUTO	FORGERY	OTHER SEX	DRUG LAW	WEAPONS	ALL OTHER	TOTAL
COMPLAINTS BY COUNT														
CONSIDERED	1	0	4	3	7	3	4	0	3	1	1	0	7	4
FILED	1	0	3	2	5	2	3	0	3	1	1	0	6	27
REFERRALS:														
171814-D A. PROSECUTE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
171814-CITY ATTORNEY	0	0	0	0	0	0	1	0	0	0	0	0	0	1
OTHER CITY ATTORNEY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REFERRALS	0	0	0	0	0	0	1	0	0	0	0	0	0	1
REJECTIONS	0	0	1	1	2	1	0	0	0	0	0	0	1	6
PRELIMINARY HEARINGS														
COUNTS DISM. PRIOR HRG.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PRELIM. HRG. DISPOSED:														
CASES	2	0	0	2	3	2	3	1	0	1	3	0	3	
DEFENDANTS	2	0	0	3	6	2	3	1	0	1	3	0	3	
COUNTS	2	0	0	10	14	2	3	1	0	3	3	0	9	47
DISPOSITIONS BY COUNT:														
HELD TO ANSWER	2	0	0	10	2	2	2	1	0	3	2	0	9	3
GUILTY PLEA-MISD.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GUILTY PLEA-CERT.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
171815	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DIVERSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER DISM.	0	0	0	0	12	0	1	0	0	0	1	0	0	14
TOTAL DISPOSITIONS BY COUNT	2	0	0	10	14	2	3	1	0	3	3	0	9	47
SUPERIOR COURT														
JURY TRIALS COMPLETED	0	0	0	0	0	0	0	0	0	0	0	0	0	
COURT TRIALS COMPLETED	0	0	0	0	0	0	0	0	0	0	0	0	0	
DISPOSITIONS BY COUNT:														
GUILTY:														
BY PLEA:	0	0	0	2	0	1	0	0	0	3	0	0	0	6
BY JURY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BY COURT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BY SOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL GUILTY	0	0	0	2	0	1	0	0	0	3	0	0	0	6
NOT GUILTY:														
BY JURY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BY COURT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BY SOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL NOT GUILTY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COURT DISMISSALS	0	0	0	0	0	0	1	0	0	0	0	0	0	1
D.A. DISMISSALS	0	0	0	0	0	1	0	0	0	0	0	0	2	3
MISTRIALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL DISPOSITIONS BY COUNT	0	0	0	2	0	2	1	0	0	3	0	0	2	10
SENTENCING BY COUNT														
FELONY SENTENCES:														
STATE PRISON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER SENTENCES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MISDEMEANOR SENTENCES	0	0	0	0	0	1	1	0	0	0	0	0	0	2
TOTAL SENTENCES BY COUNT	0	0	0	0	0	1	1	0	0	0	0	0	0	2

TABLE 1. DISPOSITIONS IN 1976 OF ADULTS ARRESTED ON FELONY CHARGES
BY SANTA MONICA POLICE DEPARTMENT
TYPE OF DISPOSITION BY ARREST OFFENSE

TYPE OF DISPOSITION	ARREST OFFENSE									
	TOTALS	HOMICIDE	FORCIBLE RAPE	ROBBERY	ASSAULT	BURGLARY	THEFT	MOTOR VEHICLE THEFT	DRUG LAW VIOLS	ALL OTHER
DISPOSITION OF FELONY ARRESTS	100.00	1.47	1.47	6.01	11.88	25.90	10.81	8.01	21.23	13.22
LAW ENFORCEMENT RELEASES	100.00	3.80	6.33	11.39	16.46	20.25	7.59	27.85	3.80	2.53
COMPLAINTS DENIED	100.00	4.84	.00	12.90	11.29	27.42	8.06	4.84	17.74	12.90
COMPLAINTS FILED	100.00	.82	.99	4.61	11.35	26.48	11.51	5.76	23.85	14.64
MISDEMEANOR	100.00	.00	.26	2.83	15.17	17.48	13.88	7.46	26.74	16.20
FELONY	100.00	2.28	2.28	7.76	4.57	42.47	7.31	2.74	18.72	11.87
LOWER COURT DISPOSITIONS	100.00	.22	.67	2.90	14.06	18.97	12.72	6.92	28.79	14.73
DISMISSED	100.00	.00	.57	2.86	11.43	13.14	10.86	2.86	45.71	12.97
ACQUITTED	100.00	.00	.00	.00	25.00	.00	.00	25.00	50.00	.00
CONVICTED	100.00	.37	.74	2.97	15.61	23.05	14.13	9.29	17.47	16.36
GUILTY PLEA	100.00	.39	.78	3.13	15.63	23.05	13.28	9.77	17.19	16.80
JURY TRIAL	100.00	.00	.00	.00	20.00	20.00	20.00	.00	40.00	.00
COURT TRIAL	100.00	.00	.00	.00	12.50	25.00	37.50	.00	12.50	12.50
SENTENCE	100.00	.37	.74	2.97	15.61	23.05	14.13	9.29	17.47	16.36
YOUTH AUTHORITY	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
PROBATION	100.00	.83	.00	2.90	20.00	20.83	5.83	6.67	19.17	24.17
PROBATION AND JAIL	100.00	.00	1.71	3.42	13.68	27.35	20.51	12.82	9.40	11.11
JAIL	100.00	.00	.00	.00	11.76	23.53	41.18	11.76	.00	11.76
FINE	100.00	.00	.00	7.69	.00	7.69	.00	.00	84.62	.00
OTHER	100.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
SUPERIOR COURT DISPOSITIONS	100.00	2.50	1.88	9.38	3.75	47.50	8.13	2.50	10.00	14.38
DISMISSED	100.00	.00	.00	27.27	.00	18.18	9.09	.00	36.36	9.09
ACQUITTED	100.00	.00	.00	33.33	16.67	.00	33.33	.00	16.67	.00
CONVICTED	100.00	2.80	2.10	6.99	3.50	51.75	6.99	2.80	7.69	15.38
ORIGINAL PLEA OF GUILTY	100.00	.00	.00	9.97	2.86	45.71	8.57	8.57	8.57	17.14
CHANGE PLEA TO GUILTY	100.00	4.30	3.23	3.23	1.08	58.06	6.49	1.08	7.53	15.05
JURY TRIAL	100.00	.00	.00	23.08	23.08	30.77	7.69	.00	.00	19.38
COURT TRIAL	100.00	.00	.00	50.00	.00	.00	.00	.00	50.00	.00
TRIAL BY TRANSCRIPT	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
SENTENCE	100.00	2.80	2.10	6.99	3.50	51.75	6.99	2.80	7.69	15.38
DEATH	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
PRISON	100.00	23.08	.00	23.08	.00	30.77	.00	.00	7.69	15.38
YOUTH AUTHORITY	100.00	.00	.00	.00	.00	100.00	.00	.00	.00	.00
PROBATION	100.00	.00	.00	.00	.00	43.75	12.50	.00	12.50	31.25
PROBATION AND JAIL	100.00	1.12	3.37	5.62	5.62	51.69	7.87	4.49	6.74	13.48
JAIL	100.00	.00	.00	14.67	.00	66.67	.00	.00	.00	14.67
FINE	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
CRC	100.00	.00	.00	10.00	.00	60.00	10.00	.00	20.00	.00
MDSO	100.00	.00	.00	.00	.00	33.33	.00	.00	.00	66.67
OTHER	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00

NOTE: THESE DATA WERE REPORTED BY CRIMINAL JUSTICE AGENCIES
ON THE 'DISPOSITION OF ARREST AND COURT ACTION' FORM (JUS 8715).

TABLE 1. DISPOSITIONS IN 1976 OF ADULTS ARRESTED ON FELONY CHARGES
BY SANTA MONICA POLICE DEPARTMENT
TYPE OF DISPOSITION BY ARREST OFFENSE

TYPE OF DISPOSITION	ARREST OFFENSE									
	TOTALS	HOMICIDE	FORCIBLE RAPE	ROBBERY	ASSAULT	BURGLARY	THEFT	MOTOR VEHICLE THEFT	DRUG LAW VIOL	ALL OTHER
DISPOSITION OF FELONY ARRESTS	749	11	11	49	89	194	81	60	159	99
LAW ENFORCEMENT RELEASES	79	3	5	9	13	16	6	22	3	2
COMPLAINTS DENIED	62	3	0	8	7	17	5	3	11	8
COMPLAINTS FILED	608	5	6	28	69	161	70	35	145	89
MISDEMEANOR	389	0	1	11	59	68	54	29	104	63
FELONY	219	5	5	17	10	93	16	6	41	26
LOWER COURT DISPOSITIONS	448	1	3	13	63	85	57	31	129	66
DISMISSED	175	0	1	4	20	23	19	5	80	22
ACQUITTED	4	0	0	0	1	0	0	1	2	0
CONVICTED	269	1	2	8	42	62	38	25	47	44
GUILTY PLEA	256	1	2	8	40	59	34	25	44	43
JURY TRIAL	5	0	0	0	1	1	1	0	2	0
COURT TRIAL	0	0	0	0	1	2	3	0	1	1
SENTENCE	269	1	2	8	42	62	38	25	47	44
YOUTH AUTHORITY	0	0	0	0	0	0	0	0	0	0
PROBATION	120	1	0	3	24	25	7	8	23	29
PROBATION AND JAIL	117	0	2	4	16	32	24	15	11	13
JAIL	17	0	0	0	2	4	7	2	0	2
FINE	13	0	0	1	0	1	0	0	11	0
OTHER	2	0	0	0	0	0	0	0	2	0
SUPERIOR COURT DISPOSITIONS	160	4	3	19	6	76	13	4	16	23
DISMISSED	11	0	0	3	0	2	1	0	4	1
ACQUITTED	6	0	0	2	1	0	2	0	1	0
CONVICTED	143	4	3	10	5	74	10	4	11	22
ORIGINAL PLEA OF GUILTY	35	0	0	3	1	16	3	3	3	6
CHANGE PLEA TO GUILTY	93	4	3	3	1	54	6	1	7	14
JURY TRIAL	13	0	0	3	3	4	1	0	0	2
COURT TRIAL	2	0	0	1	0	0	0	0	1	0
TRIAL BY TRANSCRIPT	0	0	0	0	0	0	0	0	0	0
SENTENCE	143	4	3	10	5	74	10	4	11	22
DEATH	0	0	0	0	0	0	0	0	0	0
PRISON	13	3	0	3	0	4	0	0	1	2
YOUTH AUTHORITY	6	0	0	0	0	6	0	0	0	0
PROBATION	16	0	0	0	0	7	2	0	2	5
PROBATION AND JAIL	89	1	3	9	5	46	7	4	6	12
JAIL	6	0	0	1	0	4	0	0	0	1
FINE	0	0	0	0	0	0	0	0	0	0
CRC	10	0	0	1	0	6	1	0	2	0
MDSO	3	0	0	0	0	1	0	0	0	2
OTHER	0	0	0	0	0	0	0	0	0	0

NOTE: THESE DATA WERE REPORTED BY CRIMINAL JUSTICE AGENCIES
ON THE 'DISPOSITION OF ARREST AND COURT ACTION' FORM (JUS 8715).

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FILE NO	OFFENSE	CO	DECLASSIFIED	CO	DATE	OR ASSIGN	CLEAR	ACT INVEST	OPEN	OFF	UN	UN	DBF	CD	TYP	J	PROPERTY VALUE	CLAIM	CHANGE	RECOVER	RELEASE DATE	DOCUMENT DATE	NO	T	
7722933	COMBINE						77 356								2 91							78 024	4239	A	
7722933	MITT						** ***								* **							77 356	4027	A	
7722933	RESULT	KIPNIS, SAMUEL	242	45	2 77 353	77 355	77 356		1454	05				2 91	1							78 024	4239	A	
7722934	CHANGED						77003															78003			
7722934	CHANGED	HEWERT, CARL	242	45	2 77 353	77 355	78 003		1458	05				2 90	1							78 020	4027	C	
7722950	CHANGED														89							77356			
7722950	CHANGED	METZ, VERONICA			2 77 354	77 355	77 355		1369	11				2 90	2							77 020	4024	C	
7722951	COMBINE	HOWE, THOMAS M.					77 364							4 99				001000				78 024	4236	A	
7722951	MITT	HOWE, THOMAS MICHAEL					** ***							* **				*****				77 361	4073	A	
7722951	RESULT	HOWE, THOMAS M.	4873	71	1 77 354		77 364							4 99		001000		001000				78 024	4236	A	
7722962	CHANGED													**								78004			
7722962	CHANGED	SEARS, ROERHUCK	470		2 77 353	77 357	78 003		1420	07	13			2 87	1	000361						78 020	4067	C	
7722973	COMBINE						77 356		1800	01				1 81								78 024	4240	A	
7722973	MITT						** ***		1586	02				* **								78 020	4224	A	
7722973	RESULT	DANIELS, DEBORAH	11359		2 77 354	77 355	77 356		1800	01	13	P	1 81	1								78 024	4240	A	
7722981	COMBINE	HUFFMAN, TONY					77 356		1665		13			1 81				*****				77 020	4220	A	
7722981	MITT	HUFFMAN, TONY					** ***		1658		**			* **				000180				77 356	4027	A	
7722981	RESULT	HUFFMAN, TONY	496		2 77 354	77 355	77 356		1665	06	13			1 81	1			000180				77 020	4220	A	
7723007	COMBINE						77 361							4 99		000000	000100					78 024	4237	A	
7723007	MITT						** ***							* **			*****	*****					77 361	4053	A
7723007	RESULT	SWARTZ, AGNES	459	52	2 77 356	77 360	77 361		1658	06	1			4 99	2	000000	000100					78 024	4237	A	
7723027	COMBINE						77 363		1685					3 90				000000				78 013	4175	A	
7723027	MITT						** ***		1786					* **				*****				77 362	4086	A	
7723027	RESULT	JAMES, JUDITH A.	4764		2 77 355	77 362	77 363		1685	07				3 90	1	000476	000000					78 013	4175	A	
7723046	COMBINE						77 360							1 61											

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CONCLUSIONS

The Santa Monica Police Department has attempted to relate its experience with the Managing Criminal Investigations system approach. In this manual, each component is examined as to the theory, Santa Monica's procedures prior to entering into the MCI concept, our experiences with the MCI concept, and observations as to the effect that each component has had on this agency.

In order to reach some type of conclusion concerning our experience on this Field Test Experiment, this chapter is divided into two parts. The first is the management point of view, and the second is the analytical. Although it is not anticipated that our local evaluation will be completed until May, 1978 and the national evaluation until December, 1978, our 18 month observation of this program does lead us to some general conclusions.

A. Management Conclusions

It is sometimes difficult for a person in charge of any organization to realize that his operation could have been operating with increased efficiency had he implemented new procedures. It is far better, however, for that individual to realize that new procedures and philosophies do appear from time to time and that he should examine that information to ascertain if the changes would be beneficial for his agency. To ignore new procedures and philosophies simply because they were not originated by his own agency is poor management at best.

The Santa Monica Police Department entered into the MCI field test experiment in order to test the various

components and ascertain if there was "a better way". Our agreement was to implement as many of the theory components as possible and to evaluate their effects. We agreed to have an open mind and be honest in our attempts at making changes. We also agreed to maintain the statistical information as it presented itself and not to bias it to prove anything not in evidence.

With this commitment we entered into the MCI program.

1. Organizational Structure.

Prior to the MCI system approach the Investigations Bureau had not closely examined its organizational structure for a number of years.

The rationale for having the number of persons assigned to a certain function was, "we have always had that number of people assigned to that detail", or "more paper means more people".

With the philosophy that we had little to lose by adopting the MCI concepts, we based the initial organizational changes on "best estimate guesses". Ensuing changes were based upon information provided by supervisors and the Case Management data.

Reorganization gave us the personnel to staff the positions of Case Coordinator and Major Crimes section. We have also been able to absorb the loss of five officers from the Investigations Bureau to other assignments in the department.

The present philosophy is that the organizational structure should not be based upon tradition and a "cast in concrete" position but rather to be flexible

and constantly under review in order to utilize all personnel for the maximum efficiency. Our structure is much more efficient now than it was before the MCI approach and should continue to improve with additional data and observation.

2. The Initial Investigation

Prior to the MCI approach the Santa Monica Police Department was operating in much the same manner as most of the police departments in California.

Patrol officers were receiving adequate academy training to prepare them for their role in law enforcement. Officers were responsible for conducting all initial investigations and were generally satisfactory in their efforts. The standard crime report was general in nature as to the gathering and reporting of the crime information. The thoroughness of the investigation was at random depending upon the officer.

With the implementation of the new crime report which employs solvability factors, the gathering of information is now directed. The officer has the opportunity to collect and present information in a structured manner which leads to a more complete initial investigation.

Not only is the material better structured and prepared, but it provides the first case screening recommendation as to any other investigative process and shows the strengths and weakness of the individual case.

The new procedure has not increased the time necessary

to complete the initial investigation. The procedure has clarified the investigation and information process for the patrol officer, the investigator, and the prosecutor.

This component has been realized as much more successful for all users than the previous method.

3. Case Screening

After selection and training of the case screening officer, a control group was started to test the screening process and the officers involved. The Crimes Against Property Section (Burglary Unit) was selected as the control group. This choice was made because burglary is a major problem in Santa Monica, and the unit was reduced by 50% of its personnel (four officers to two). The control period was for 6 weeks, November 8 through December 17, 1976. During this period the number of cases to be investigated was reduced by 73%. If the original equation was 4 officers dividing 100% of the total cases, then each officer received 25% of the total. During the control period the 2 officers divided 27% of the total cases, or 13.5% for each officer. The extra time provided by this reduced caseload allowed for a more complete investigation of those showing solvability factors.

On January 1, 1977, case screening commenced for the entire Investigations Bureau. As a result of case screening approximately 71% of all Part I crimes (larceny-theft excluded) are screened away from active follow-up investigation. At the same time we have observed our total reported Part I crime clearances (larceny-theft excluded) increase from

18% in 1976 to 24% in 1977. With reference to all reported Part I crimes, the clearances increased from 18% to 20%. These figures are significant when it is realized that the average clearance figure for Part I crimes for the past 10 years is 17.60%. Only once in the past 15 years has the 20% clearance figure been reached.

We were required by the grant to place special emphasis on the crimes of robbery and burglary and report any changes. Robbery clearances increased from 23% in 1976 to 27% in 1977. The average clearance figure for robbery clearance for the past 10 years is 21.6%. Burglary clearances increased from 12% in 1976 to 21% in 1977. The average clearance figure for burglary for the past 10 years is 14.4%.

Case Screening has led to a reduction in the number of unproductive cases that are followed up, and with increased success in those cases which are investigated.

4. Managing the Continuing Investigation

The Investigations Bureau has proceeded from a point where the individual investigators were basically setting their own standards, and management had little control or information on which to measure its resources and make positive changes to a position where management now has established standards, exercises controls and makes positive changes.

Some of the realized benefits are:

1. Better case assignments.
2. Improved quality of investigative effort.
3. Supervision of case progress.
4. More intelligent use of resources.

5. Review of decisions to continue investigations.
6. Evaluation of results.

The individual investigator appears to be taking more pride in his work, and is achieving better results. In addition, the liaison with the community and the prosecutors is better than ever.

5. Police-Prosecutor Relationship

Although there have been few additional changes from the previous approach, this component appears to be generally meeting our needs.

As stated earlier in this manual, due to the size of the local District Attorney's Office, there is little that our department can do to change policy within that structure. Realizing that they are a professional organization and have many constraints, as do police agencies, we have adapted to their policies and have modified our practices to coincide with their philosophy. Where there are differences we are able to exchange opinions and attempt to reach a solution which is agreeable to both parties.

We have established feedback and case disposition systems, improved the quality of our investigations, and instituted formal and informal police/prosecutor liaisons.

6. Monitoring

The past monitoring capability of the investigations process was almost nonexistent. There was little in the way of formal monitoring and few positive decisions or changes which could be made based upon that information.

The Investigations Bureau presently has a formal monitoring process which is measuring numerous pieces of information. After a complete year of monitoring there were many positive changes made bases upon that information. These could not have been made without a monitoring system.

The Investigations Bureau is now in the process of accumulating data and setting standards for its personnel. With our monitoring system we will now be better able to meet our responsibilities.

Based upon the above information on each of the individual components, the program must be recognized as a vast improvement over the procedures and policies which were in practice prior to the implementation of the Managing Criminal Investigations system approach. Even if the analytical measurement failed to show any increase in positive results, this program would still have to be classified as a success because management now has the information by which to make positive and meaningful changes to meet any problems.

B. From an Analytic Standpoint

A very serious question was raised by LEAA when it decided to provide funds for the Managing Criminal Investigations Field Test Program. Several previous studies had reported that changes were necessary within the investigative function in order to make the operation more compatible with generally rising crime rates and municipal cost squeezes. In principle, the general idea is rather simple: apply some of the standard management techniques that are used in private industry to the investigative function within police departments.

Public entities differ from private business in one important respect: the single most important indicator of success is the profit margin experienced by the private business. While other indicators are also important to private business, this is the one on which all the others hinge. Within a police department, however, there are many inter-related indicators of how well it is doing. Public order, bringing criminals to justice, maintenance of laws, and deterrence against crime are some of the more important aspects of what a police department does. These aspects are notoriously difficult to measure, as are many of the services which governments provide.

The analyst, then, is left to measuring a few readily quantifiable and easily separated indicators of how well a police department is doing. Within the investigative function, the Managing Criminal Investigations Field Test sought to: (1) increase the number of UCR Part 1 cases cleared by arrest, (2) increase the number of UCR Part 1 cases accepted for prosecution, and (3) increase the number of UCR Part 1 cases that result in conviction.

These indicators, or performance measures, were to be achieved through a variety of techniques. First, there was to be some organizational restructuring within the investigative function; second, a method of separating the cases whose solution was likely from those cases whose solution was unlikely, was to be instituted; third, a feedback system was to be set up between the police department and the prosecutor's office; finally, a method of data collection and measurement was to be set up.

Based on the performance measures which were specified in the LEAA Request for Proposal, the Santa Monica Police Department has succeeded in each area. The preliminary results are listed below:

	Pre MCI		MCI
	1975*	1976*	1977
% Cleared by Arrest	19%	18%	20%
% Part 1 Cases Accepted for Prosecution	83%	81%	92%
% Part 1 Cases Resulting in Conviction	18%	21%	33%

*California Department of Justice
Bureau of Criminal Statistics
Offender Based Transaction Statistics

The statistics which are used above come from two different sources; the pre-MCI statistics are those given by the California Department of Justice and represent only about a 40% sample of the total cases which passed through the Investigations Bureau during the years 1975 and 1976.

The 1977 figures represent close to a 100% sample and were culled using the monitoring system set up for the MCI project.

Some preliminary interpretations of the above data are that the MCI project succeeded in two distinct areas. The first area is that of the number of cases which were cleared by arrest. Previous to MCI, all cases which were sent to the Investigations Bureau were in some fashion acted upon, even if it was a cursory telephone call to a victim whose case had no chance for solution. During MCI, more than 60% of all cases were screened out (that is, they never reached the investigator) because little if any evidence was available which would lead to a solution. The two percent increase probably represents the investigator's ability to process the promising cases through the system at a higher rate, and not a new-found rise in investigative ability.

The second area is that of the apparent quality of the cases which were sent to the District Attorney for filing. An 11% increase represents considerably more than could be accounted for through a random variation. Specifically, the standards which were set up by the MCI program were stringent enough so that very few "sloppy" cases were sent to the District Attorney. Moreover, the evidentiary parts of the cases were greatly enhanced as represented by a 12% increase in the conviction rate.

While the cost data is not complete yet, it is evident that there was a considerable increase in the efficiency within the Investigations Bureau: all of the increases represented by the MCI project were accomplished with five fewer men than had been in the Bureau previous to the project.

While the data is not yet complete on the project, two things appear certain. First, in terms of output, more has been accomplished with less, in terms of manpower. Second, relatively simple management techniques when applied to the investigative process have the ability to significantly change a process which had remained the same for several decades. What remains to be seen is whether the Santa Monica Police Department can sustain the increased performance or whether the increased productivity represents the Hawthorne Effect, in which there are initial increases in performance during the early stages of a new system which will decrease at a later date. It would seem that the key to the project's ultimate results lie in the monitoring system which can detect any performance change.

But at this point, the project seems to have proven itself in terms of both efficiency (increased productivity) and widespread applicability.

END