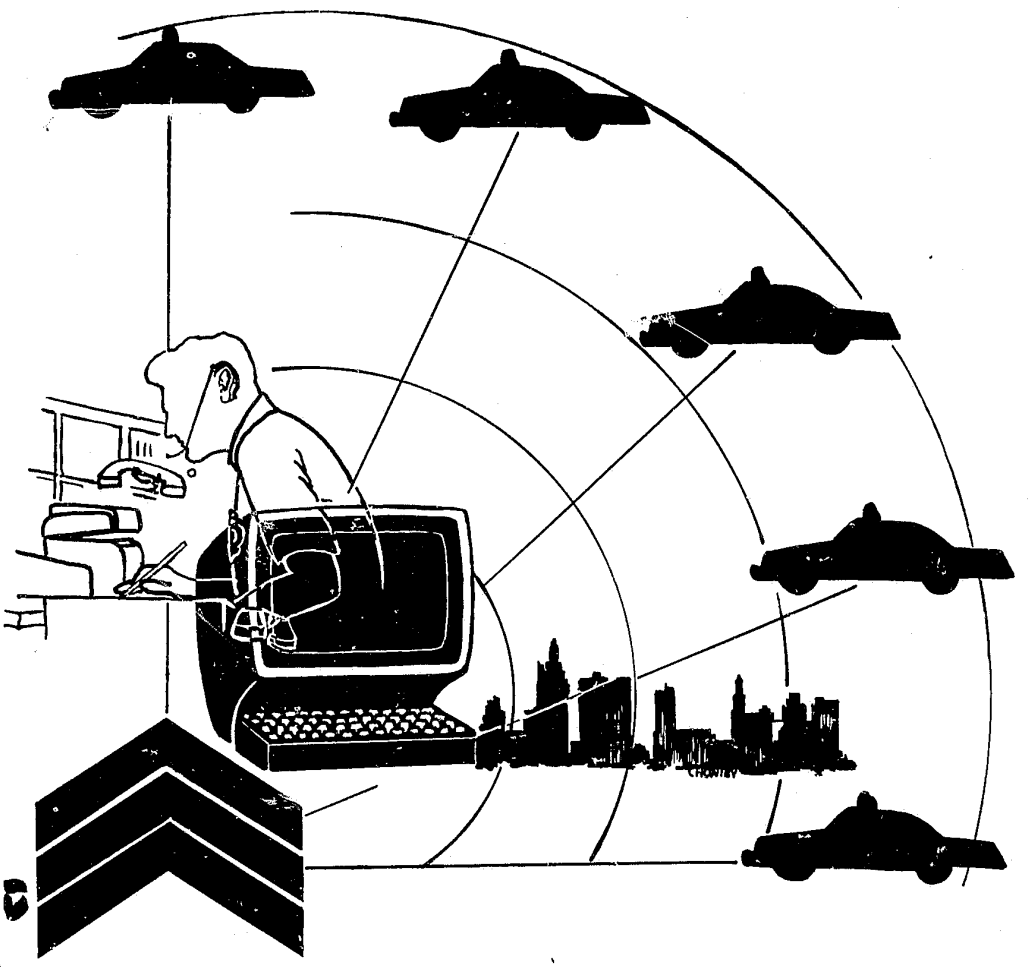
DIRECTED PATROL



KANSAS CITY, MISSOURI POLICE DEPARTMENT

KANSAS CITY, MISSOURI

INTEGRATED CRIMINAL APPREHENSION PROGRAM

DIRECTED PATROL PROJECT
1979

FINAL EVALUATION REPORT

January - December, 1979

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INTRODUCTION

This report has been prepared to summarize evaluation efforts and to provide evaluation feedback to enable patrol administrators to make decisions with respect to the future of Directed Patrol activities and strategies. Directed Patrol, as a "funded" project within the Kansas City, Missouri Police Department, will come to an end on February 29, 1980. Prior to this date, decisions will have to be made concerning the continuation or expansion of selected activities and strategies. This report is intended to provide input to those decisions.

The data presented will be primarily descriptive in nature, with emphasis on the level of implementation of major project activities and strategies. No attempt will be made to present a detailed impact evaluation focused on linking project activities to reductions in crime rates. Such an evaluation was completed in June, 1978, and findings were presented in a report titled Directed Patrol, Interim Evaluation Report, Kansas City, Missouri, Police Department.

The concept of Directed Patrol, within the Kansas City, Missouri Police Department, has evolved over the past several years. In November of 1974, a task force was organized in the Northeast (East) Patrol Division and was assigned the task of developing specific patrol activities and strategies under the Directed Patrol concept. This task force produced a comprehensive report titled Directed

Patrol: A Concept in Community Specific, Crime Specific, Service Specific Policing. This report detailed the purpose of each Directed Patrol activity, the crime problem for which each was appropriate and the responsibilities of commanders, sergeants and patrol officers for implementing each activity. In June of 1976, Directed Patrol, funded by a one-year grant from the Law Enforcement Assistance Administration (LEAA), was initiated in East Patrol Division. The grant was renewed in 1977 and 1978. During this period a number of Directed Patrol activities, including Call Prioritization, Concealed Cameras and Identi-Kits, have been accepted by the department and implemented on a city-wide basis.

The report which follows will be divided into five chapters. Chapter I, The Utilization of Uncommitted Patrol Time, includes a discussion of the Availability of Uncommitted Time, the Manpower Utilization Forecast, Prioritization of Calls-For-Service and Directed Patrol Assignments. Chapter II, Crime and Intelligence Analysis: Support Systems for Directed Patrol, presents a discussion of the individual and collective contributions of the Operations and Crime Analysis Unit, Crime Information Coordinator, and the Perpetrator Information Center to the planning of Directed Patrol activities. Chapter III, Case Processing Programs, includes a discussion of the Concealed Camera project and the Identi-Kit project. Chapter IV, Tactical Patrol Programs, presents a discussion of the use

of TAC II and Phone Dialer Alarm systems as Directed Patrol assignments. Chapter V concludes this report with an outline summary of study findings and recommendations for the future of Directed Patrol project activities and strategies.

CHAPTER I

UTILIZATION OF UNCOMMITTED PATROL TIME

Introduction

The basis of the Directed Patrol concept is the identification and utilization of uncommitted patrol time for preplanned, crime and location specific activities and strategies. The Kansas City, Missouri Directed Patrol project consists of an integrated system of project activities and strategies designed to gain more control over the distribution of uncommitted time and the use patrol officers make of this time. Equally important is the development of support systems (crime and intelligence analysis) required for planning Directed Patrol activities.

Availability of Uncommitted Patrol Time

The management of uncommitted patrol time is the key to a successful Directed Patrol project. Uncommitted patrol time refers to that portion of a patrol officer's time which is not "committed" in response to calls-for-service. Previous patrol workload studies within the department indicated that substantial amounts of uncommitted time are available. This uncommitted time varies by month, by week, by day of the week and by hour of the day with a certain degree of consistency.

To demonstrate the availability of uncommitted patrol time by patrol division, by month and by watch, a series of tables have been prepared detailing the proportion of available patrol time consumed in response to calls-for-service, self-initiated and administrative activities. Data for the year 1979 are presented in Tables 1-4. These data were prepared from the computerized dispatch data maintained by Computer Systems Division.

A review of these tables indicates that all patrol divisions have varying amounts of uncommitted time available for Directed Patrol activities. East Patrol Division, for the year 1979, was found to utilize 22.8% to 44.8% of the available time on Watch I, 34.3% to 50.6% on Watch II and 42.3% to 76.5% on Watch III in response to calls-for-service. Self-initiated activities were found to consume an additional 7.5% to 14.9% of the available time on Watch I, 9.7% to 21.5% on Watch II and 10.3% to 24.9% on Watch III. Administrative calls consumed an additional 8.3% to 12.6% on Watch I, 17.1% to 23.5% on Watch II and 9.9% to 16.9% on Watch III.

Analysis of computerized dispatch data has served to identify a wealth of patrol workload information which is not available through existing computer reports. Continued analysis of patrol workload data and improvements to existing computer reports would provide valuable input to decision making processes. Efficient and effective deployment of patrol resources is dependent on the timely analysis and feedback of workload data to patrol administrators.

TABLE 1

PERCENT OF COMMITTED PATROL TIME
BY DIVISION AND TYPE OF ACTIVITY

WATCH I

DIVISION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CENTRAL												
Calls-for-Service	23.3	20.1	22.7	26.0	24.7	30.9	31.6	36.7	37.7	36.7	27.0	29.3
Self-Initiated	7.5	12.4	12.7	15.8	11.3	13.5	12.9	16.8	20.1	20.1	17.2	14.9
Administrative	12.9	11.8	9.9	9.1	10.4	10.9	10.5	12.8	14.6	14.4	15.3	10.5
METRO												
Calls-for-Service	29.0	26.5	31.0	33.1	30.2	38.3	46.2	45.5	46.7	47.3	44.8	36.0
Self-Initiated	6.7	10.7	8.8	13.0	13.2	8.4	9.3	9.7	14.3	15.9	12.6	14.6
Administrative	17.3	10.5	14.5	13.1	11.8	12.5	14.0	12.1	12.8	15.1	14.9	12.6
EAST												
Calls-for-Service	23.3	25.5	26.1	22.8	28.4	37.0	31.8	44.8	27.6	28.6	34.2	31.3
Self-Initiated	8.3	7.5	10.7	14.6	9.3	9.4	14.5	12.7	12.6	14.9	8.8	10.1
Administrative	12.6	11.1	10.5	10.3	11.6	11.7	8.3	10.9	10.6	8.4	9.4	10.6
NORTH												
Calls-for-Service	10.7	10.4	15.6	14.4	13.4	20.9	19.0	16.8	19.6	17.7	18.6	18.3
Self-Initiated	3.1	5.9	6.3	8.0	7.9	7.6	7.0	8.9	10.0	12.3	9.5	12.4
Administrative	15.9	9.3	10.1	7.4	10.6	8.1	9.0	8.2	11.9	13.6	9.1	11.2
SOUTH												
Calls-for-Service	15.0	13.4	17.7	14.5	15.8	21.7	20.2	25.7	22.7	17.1	19.2	23.9
Self-Initiated	1.7	3.7	5.9	4.7	3.9	4.4	3.9	4.9	5.0	4.5	3.8	2.9
Administrative	11.2	9.5	7.8	10.5	8.1	8.8	8.1	7.9	10.0	9.1	10.4	7.6
TOTAL												
Calls-for-Service	21.6	20.4	23.6	23.7	23.9	31.2	31.6	36.1	32.9	31.9	30.2	28.9
Self-Initiated	6.1	8.9	9.6	12.3	9.8	9.4	10.4	11.7	13.8	14.9	11.5	11.9
Administrative	14.0	10.7	10.8	10.2	10.7	10.7	10.3	10.9	12.3	12.4	12.4	10.7

TABLE 2

PERCENT OF COMMITTED PATROL TIME
BY DIVISION AND TYPE OF ACTIVITY

WATCH II

DIVISION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CENTRAL												
Calls-for-Service	48.6	44.0	48.3	50.2	44.5	50.1	49.2	56.3	65.6	58.9	49.4	53.3
Self-Initiated	11.2	15.6	15.6	18.8	14.5	16.3	15.7	17.3	23.2	16.3	13.0	14.5
Administrative	19.6	20.6	20.9	20.0	19.8	17.5	14.6	18.1	19.6	18.2	19.2	15.5
METRO												
Calls-for-Service	50.4	51.1	56.1	47.1	50.4	58.8	54.9	59.3	72.1	67.0	53.9	57.8
Self-Initiated	10.3	13.3	16.2	15.5	11.0	10.5	12.8	14.4	19.2	12.6	18.7	16.1
Administrative	24.3	25.7	27.4	22.2	23.6	21.9	16.6	25.7	23.1	17.8	22.3	18.7
EAST												
Calls-for-Service	41.5	39.1	39.6	37.8	41.3	46.1	34.3	38.4	50.6	47.9	40.5	41.4
Self-Initiated	9.7	14.0	18.2	12.5	10.0	14.1	10.3	16.6	18.0	14.0	18.0	21.5
Administrative	23.5	20.3	22.9	22.7	21.1	21.3	20.4	20.6	23.2	23.5	18.5	17.1
NORTH												
Calls-for-Service	22.4	26.4	21.8	23.2	23.5	21.1	20.3	25.0	25.5	23.6	22.2	17.7
Self-Initiated	2.2	7.8	7.2	7.1	8.2	6.6	4.4	13.0	8.3	7.3	11.8	6.4
Administrative	15.5	16.0	19.7	17.5	15.0	15.4	12.8	15.0	15.1	14.0	14.3	12.1
SOUTH												
Calls-for-Service	22.2	26.2	22.3	26.6	19.5	30.0	21.2	30.5	27.6	30.9	31.5	23.5
Self-Initiated	3.4	5.1	7.1	6.6	6.3	4.6	3.3	5.0	7.5	4.5	4.9	5.5
Administrative	15.5	14.0	17.1	15.4	14.1	14.5	10.1	13.1	12.0	10.5	11.4	14.0
TOTAL												
Calls-for-Service	40.2	39.6	40.9	39.8	38.8	44.3	39.3	45.2	53.0	49.5	42.1	42.7
Self-Initiated	8.4	12.3	14.0	13.5	10.8	11.7	10.7	14.3	17.0	12.1	14.1	14.0
Administrative	20.3	20.1	22.1	20.1	19.5	18.6	15.4	19.2	19.5	17.7	18.0	15.8

TABLE 3

PERCENT OF COMMITTED PATROL TIME
BY DIVISION AND TYPE OF ACTIVITY

WATCH III

DIVISION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CENTRAL												
Calls-for-Service	46.5	45.5	48.9	55.0	49.0	53.4	50.6	74.0	69.9	84.7	62.2	52.9
Self-Initiated	11.8	17.2	15.0	15.9	16.8	17.7	14.2	28.0	24.9	23.2	20.7	14.6
Administrative	15.4	14.1	13.5	13.7	13.2	12.5	11.3	16.3	19.0	23.3	16.2	12.0
METRO												
Calls-for-Service	60.3	57.6	51.2	60.2	63.6	71.7	64.4	79.6	86.4	85.4	81.5	65.6
Self-Initiated	13.0	17.4	20.2	15.4	13.1	14.5	8.7	21.3	13.2	11.7	23.7	15.9
Administrative	18.8	17.5	13.3	14.7	14.3	13.2	10.7	18.7	17.3	17.8	16.6	13.1
EAST												
Calls-for-Service	45.9	42.5	42.3	52.0	50.8	67.6	51.5	67.7	75.0	76.5	56.8	61.9
Self-Initiated	14.3	18.0	14.2	15.0	13.3	14.4	12.8	24.9	15.1	16.3	14.6	10.3
Administrative	16.0	15.0	16.5	13.6	11.4	13.6	11.3	16.9	15.5	13.3	9.9	13.0
NORTH												
Calls-for-Service	29.9	25.0	27.1	29.4	29.4	30.3	34.0	32.6	40.2	38.6	51.0	25.9
Self-Initiated	5.6	4.6	6.8	10.2	10.2	7.5	6.4	7.6	12.6	9.8	20.8	11.8
Administrative	11.2	12.5	9.9	10.1	12.5	10.0	7.3	12.0	14.3	15.9	19.1	13.3
SOUTH												
Calls-for-Service	28.5	26.2	30.4	29.1	37.3	37.2	33.3	36.8	45.5	41.6	48.2	37.3
Self-Initiated	3.7	4.3	5.8	4.8	4.7	6.1	5.2	8.8	9.9	7.0	7.3	5.1
Administrative	10.2	11.8	11.2	8.3	10.9	9.9	7.7	11.8	11.5	12.8	12.5	10.2
TOTAL												
Calls-for-Service	44.6	42.0	42.4	48.4	48.2	55.0	49.1	63.0	67.1	70.8	62.1	51.7
Self-Initiated	10.7	13.9	13.6	13.3	12.7	13.3	10.4	20.4	16.5	15.2	18.3	12.3
Administrative	15.0	14.5	13.3	12.7	12.7	12.2	10.1	15.7	16.2	17.5	14.8	12.4

TABLE 4

PERCENT OF COMMITTED TIME
BY DIVISION AND TYPE OF ACTIVITY

TOTAL ALL WATCHES

DIVISION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CENTRAL												
Calls-for-Service	39.5	36.5	40.0	43.7	39.4	44.8	43.8	55.7	57.7	60.1	46.2	45.2
Self-Initiated	10.2	15.1	14.4	16.8	14.2	15.8	14.3	20.7	22.7	19.8	17.0	14.7
Administrative	16.0	15.5	14.8	14.3	14.5	13.6	12.1	15.7	17.7	18.6	16.9	12.7
METRO												
Calls-for-Service	46.5	45.1	46.1	46.8	48.0	56.3	55.3	61.4	68.5	66.6	60.6	53.1
Self-Initiated	10.0	13.8	15.1	14.6	12.4	11.1	10.3	15.1	15.6	13.4	18.3	15.5
Administrative	20.1	17.9	18.4	16.7	16.6	15.9	13.8	19.0	17.7	16.9	17.9	14.8
EAST												
Calls-for-Service	36.9	35.7	36.0	37.5	40.2	50.2	39.2	50.3	51.1	51.0	43.8	44.9
Self-Initiated	10.8	13.2	14.4	14.0	10.9	12.7	12.5	18.1	15.2	15.1	13.8	14.0
Administrative	17.4	15.5	16.6	15.5	14.7	15.5	13.3	16.1	16.4	15.1	12.6	13.6
NORTH												
Calls-for-Service	21.0	20.6	21.5	22.4	22.1	14.1	24.4	24.8	28.4	26.6	30.6	20.6
Self-Initiated	3.6	6.1	6.8	8.4	8.8	7.2	5.9	9.9	10.3	9.8	14.0	10.2
Administrative	14.2	12.6	13.2	11.7	12.7	11.2	9.7	11.7	13.8	14.5	14.2	12.2
SOUTH												
Calls-for-Service	21.9	21.9	23.5	23.4	24.2	29.5	24.9	31.0	31.9	29.3	33.0	28.3
Self-Initiated	2.9	4.4	6.3	5.4	5.0	5.0	4.1	6.2	7.5	5.3	5.3	4.5
Administrative	12.3	11.8	12.0	11.4	11.0	11.0	8.6	10.9	11.1	10.8	11.4	10.6
TOTAL												
Calls-for-Service	35.5	34.0	35.6	37.3	37.0	43.5	37.6	48.1	51.0	50.7	44.8	41.1
Self-Initiated	8.4	11.7	12.4	13.0	11.1	11.5	9.9	15.5	15.8	14.1	14.6	12.7
Administrative	16.4	15.1	15.4	14.3	14.3	13.8	11.2	15.3	16.0	15.9	15.1	13.0

Manpower Utilization Forecast

The Kansas City, Missouri Directed Patrol Project has utilized patrol sergeants as the focus for planning and implementing Directed Patrol assignments. Under the concept of Directed Patrol, sergeants play a much more responsible role in planning and directing patrol activities. This approach has deemphasized the importance of beats as areas of patrol responsibility and has instead made the sector the focus for planning activities. A sector is defined as a geographic area supervised by a sergeant and patrolled by five district officers and a patrol wagon. Under the Directed Patrol project, beat boundaries are regarded as administrative districts and sergeants are free to deploy officers within the sector in accordance with call-for-service demands and crime trends. Sergeants make daily decisions concerning where officers will be deployed and what specific activities will be undertaken. On a typical day, a sector sergeant might assign three units to call-for-service responsibilities while two units would be assigned to Directed Patrol activities.

Two management information tools are made available to sector sergeants for planning and implementing Directed Patrol assignments: the Manpower Utilization Forecast and crime analysis reports. The Manpower Utilization Forecast is a computer report which projects the number of service calls and the amount of time required to respond to those calls. Crime analysis reports include log sheets and spot maps

for residence and non-residence burglary, armed robbery and strong-arm robbery. A discussion of crime analysis products as support systems for Directed Patrol is presented in Chapter II.

The Manpower Utilization Forecast is used to determine the time available for Directed Patrol assignments. This forecast is prepared by Computer Systems Division and distributed to sector sergeants on a weekly basis. Utilizing the forecast, sector sergeants can determine the number of patrol units required to respond to calls-for-service and the number of units available for Directed Patrol assignments within the sector. A sample of the Manpower Utilization Forecast is attached as Appendix A.

The central importance of an accurate forecasting program to the successful implementation of a Directed Patrol project is evident. The Manpower Utilization Forecast, prepared for planning Directed Patrol assignments at East Patrol Division, details projected events and man hours of workload by sector, by watch and by hour within watch. To verify the accuracy of the forecasting program, data were collected for the first six months of 1979. These data included both forecasted and actual workload by sector and watch. Comparisons of forecasted and actual workload are presented in Table 5.

These data indicate the percentage of time that the forecasted workload was within a specified number of hours of the actual workload. The accuracy of the forecast was found to vary by watch and

by sector, and further analysis indicated a need to apply an adjustment factor to the forecasted workload. Sector sergeants at East Patrol Division have, through experience, adopted the convention of assigning, for response to service calls, one more car than the forecast suggested.

TABLE 5

MANPOWER UTILIZATION FORECAST
COMPARISONS OF FORECASTED AND ACTUAL WORKLOAD
EAST PATROL DIVISION

January - June, 1979

% OF TIME THAT FORECASTED WORKLOAD VARIED FROM ACTUAL WORKLOAD								
SECTOR	± 1 HOUR	± 2 HOUR	± 3 HOUR	± 4 HOUR	± 5 HOUR	± 6 HOUR	± 7 HOUR	± 8 HOUR
	WATCH I							
310	13.2	24.2	39.6	54.4	65.4	73.1	78.0	80.2
320	22.9	38.3	58.9	62.9	77.1	83.4	86.9	88.6
330	13.7	24.0	39.4	56.0	68.6	73.1	79.4	82.3
TOTAL	16.5	28.8	44.5	57.7	70.3	76.5	81.4	83.6
	WATCH II							
310	11.5	20.9	34.1	45.6	52.7	61.0	67.0	76.4
320	12.0	26.3	37.1	51.4	58.3	66.9	77.1	81.7
330	19.4	28.6	38.3	45.1	54.9	60.0	70.3	76.0
TOTAL	14.3	25.2	36.5	47.4	55.3	62.6	71.4	78.0
	WATCH III							
310	12.6	23.6	30.2	37.4	49.5	56.0	63.2	67.0
320	6.3	21.7	29.1	36.6	49.1	57.1	66.9	75.4
330	10.9	21.7	30.3	41.4	49.7	58.3	64.6	68.6
TOTAL	10.0	22.4	29.9	38.8	49.4	57.1	64.8	70.3

A review of Table 5 indicates that an adjustment factor of plus or minus eight hours would make the forecast accurate 70% to 80% of the time. This figure varies by watch with figures of 83.6% for Watch I, 78.0% for Watch II, and 70.3% for Watch III. Based on the experience of sector sergeants and the statistical comparisons presented, a 70% to 80% level of accuracy (using an adjustment factor of plus or minus eight hours) is acceptable for planning Directed Patrol assignments. It should also be noted that the majority of Directed Patrol assignments permit either cancellation or interruption if service call demands require such action.

These findings lend support to continued use of the Manpower Utilization Forecast by sergeants at East Patrol Division, as well as expanded use of the forecast by sergeants in other patrol divisions. Further monitoring of and refinements to the forecasting model are also recommended. Upcoming improvements in the data collection procedures for obtaining patrol workload information (i.e. revisions to the dispatch card) are expected to further improve the accuracy of the forecast.

Call Prioritization

The availability of uncommitted patrol time is well documented by this study as well as by previous research. Although a substantial proportion of patrol time was found to be uncommitted (i.e. not committed in response to service calls), there was a need to develop better control over the distribution of this time. Management of uncommitted patrol time requires that blocks of time be available for Directed Patrol assignments. To insure that these blocks of uncommitted time would be available, the Call Prioritization component of Directed Patrol was implemented.

The Call Prioritization system was designed to insure patrol unit availability to handle calls-for-service while freeing blocks of time for alternative patrol activities. This was to be accomplished through the use of: (1) delayed response to non-emergency calls, (2) walk-in reports taken at the division station and (3) phone-in reports taken by the Central Report Desk. Call Prioritization was dependent on the ability of dispatch personnel to screen incoming calls-for-service and determine the appropriate response. The response alternatives made available to dispatchers included:

(1) Immediate response - the first available unit is to be dispatched. All urgent calls will receive an immediate response.

(2) Delayed response - A non-urgent call in which immediate police response is not required. Calls may be delayed by the dispatcher for up to 40 minutes if insufficient patrol units are in service to handle urgent calls. As additional units are available, these calls will be dispatched. When a call is to be delayed, the dispatcher is to inform the caller that there may be a delay of up to 40 minutes.

(3) Call diversion - a non-urgent call may be handled in one of three ways including (a) walk-in reporting - referring the caller to a division station to complete a report (b) phone-in reporting - referring the caller to the Central Report Desk to take the report over the telephone and (c) referral to another agency - referring callers requesting non-police service to the appropriate agency.

The official department procedures for prioritizing calls-for-service are attached, as Appendix B, along with a listing of the dispatch call categories and suggested responses associated with each type of call.

Evaluation of call prioritization - delayed calls, walk-in and phone-in reports - was based on an analysis of computerized call-for-service dispatch data. Additional data required for evaluation were incorporated into the existing data base. This analysis has served to identify the benefits to be derived from a call prioritization system.

Delayed Calls

Analysis of data on delayed calls and walk-in and phone-in reports indicates that Call Prioritization procedures have been successfully implemented. Data on the number and percentage of delayed calls and the average delay time are presented in Table 6.

TABLE 6

DELAYED CALLS-FOR-SERVICE,
AS A PROPORTION OF TOTAL CALLS,
BY MONTH

January - December, 1979

MONTH	NUMBER OF CALLS	NUMBER OF CALLS DELAYED	PERCENT OF CALLS DELAYED	AVERAGE DELAY TIME (MINUTES)
JAN	24,549	2,418	9.8%	28
FEB	19,475	1,503	7.7%	21
MAR	22,940	1,853	8.1%	20
APR	22,230	2,074	9.3%	18
MAY	24,176	2,315	9.6%	19
JUN	26,800	2,707	10.1%	20
JUL	27,568	2,768	10.0%	19
AUG	26,487	2,599	9.8%	24
SEP	24,653	2,607	10.6%	24
OCT	25,801	3,031	11.7%	27
NOV	22,661	2,841	12.5%	24
DEC	23,081	2,771	12.0%	23
TOTAL	290,421	29,487	10.2%	22

For this report, a call is defined as an incident reported to the police through communications personnel. A given incident requiring the response of more than one patrol unit is counted as one service call.

For the year 1979, it was found that 29,487 or 10.2% of the 290,421 calls received were handled as delayed calls with an average delay of 22 minutes. Further analysis of the number of delayed calls by call category (not tabulated here) indicated that calls which were delayed included: 50.2% of all residence burglary calls, 38.8% of all illegally parked car calls, 38.5% of all non-residence burglary calls, 36.6% of all stolen or attempted auto theft calls, 34.0% of all animal bite calls, 21.5% of all miscellaneous incident calls, 19.3% of all disturbance-noise calls, 19.3% of all recovered stolen auto calls, 17.4% of all fraud calls, 17.3% of all malicious destruction of property calls, 16.8% of all attempt to locate stolen auto calls, 12.6% of all recovered property calls and 10.9% of all larceny or attempted larceny calls. In addition, smaller percentages of other non-emergency calls were handled by using delayed response.

Analysis of delayed calls by hour of the day indicates that the distribution of delayed calls corresponds with the distribution of all calls received. As peak workload periods approach, the number of delayed calls increases; as workload decreases, the number of delayed calls decreases accordingly. This distribution indicates that delayed calls have an impact on patrol workload and assure patrol unit availability for emergency calls during peak workload periods.

The use of delayed response for handling non-emergency calls has been successfully implemented. Delaying non-emergency calls has contributed to the management of uncommitted patrol time. However, findings indicate that the number of calls delayed is somewhat smaller than was originally anticipated. Analysis of the type of calls delayed indicates that there is potential for increasing the number of calls handled through the use of delayed response. Continued effectiveness of delayed response is dependent on the ability of dispatch personnel to screen incoming calls-for-service and to determine the appropriate response.

Walk-In and Phone-In Reports

Analysis of call-for-service data for the year 1979 also focused on the impact of call-diversion (walk-in and phone-in reports) on patrol workload. Designed to free blocks of uncommitted patrol time, call diversion has proved successful in accomplishing this objective.

For the year 1979, there were 18,445 walk-in reports handled by station clerks and 12,518 phone-in reports handled by the Central Report Desk. This combined total of 30,963 reports represents 26.8% of the 115,537 reports taken by the department. The distribution of walk-in and phone-in reports by month is presented in Table 7.

Of the 18,445 walk-in reports, 11,209 or 60.8% were traffic accident, property damage reports, 2,805 or 15.2% were miscellaneous reports (including animal bite, loss, recovered property, malicious destruction of property, etc.), 2,802 or 15.2% were larceny or attempted larceny reports and 1,629 or 8.8% were distributed among the remaining categories meeting call prioritization guidelines.

Of the 12,518 phone-in reports, 7,536 or 60.2% were larceny or attempted larceny reports, 2,537 or 20.3% were loss reports, 2,056 or 16.4% were malicious destruction of property reports and the remaining 389 or 3.1% were distributed among the other call categories. In addition to the 12,518 reports handled by the Central Report Desk, phone-in report clerks handled a total of 449 supplemental reports, consisting of additional information to be included in the case file for previously reported offenses.

TABLE 7

WALK-IN AND PHONE-IN REPORTS, BY MONTH

January - December, 1979

MONTH	REPORTS	WALK-IN REPORTS		PHONE-IN REPORTS		WALK-IN/PHONE-IN	
		NUMBER	% OF TOTAL	NUMBER	% OF TOTAL	NUMBER	% OF TOTAL
JAN	9,951	2,895	29.1%	853	8.6%	3,748	37.7%
FEB	8,495	1,688	19.9%	871	10.3%	2,559	30.1%
MAR	9,674	1,556	16.1%	998	10.3%	2,554	26.4%
APR	9,065	1,346	14.8%	901	9.9%	2,247	24.8%
MAY	9,448	1,314	13.9%	1,018	10.8%	2,332	24.7%
JUN	9,847	1,446	14.7%	1,112	11.3%	2,558	26.0%
JUL	10,623	1,335	12.6%	1,250	11.8%	2,585	24.3%
AUG	10,953	1,407	12.8%	1,249	11.4%	2,656	24.2%
SEP	9,077	1,248	13.7%	961	10.6%	2,209	24.3%
OCT	10,544	1,448	13.7%	1,173	11.1%	2,621	24.9%
NOV	9,561	1,345	14.1%	1,132	11.8%	2,477	25.9%
DEC	9,727	1,417	14.6%	1,000	10.3%	2,417	24.9%
TOTAL	115,537	18,445	16.0%	12,518	10.8%	30,963	26.8%

To further document the impact of walk-in and phone-in reports on patrol workload, analysis was completed to determine the amount of time patrol officers spend on calls requiring reports. This was done by selecting only those reports handled by patrol units and computing the elapsed time between "time car sent" and "time car cleared". These data were then tabulated by call category and an average time per report call was calculated for each type of call. Using the resulting data and the distribution of types of calls handled as walk-ins and phone-ins, the overall time savings was computed. The monthly time savings to patrol for the year 1979 is presented in Table 8.

TABLE 8

WALK-IN AND PHONE-IN REPORTS:
TIME SAVINGS TO PATROL, BY MONTH

January - December, 1979

MONTH	WALK-IN REPORTS		PHONE-IN REPORTS		WALK-IN/PHONE-IN	
	HOURS	MAN DAYS	HOURS	MAN DAYS	HOURS	MAN DAYS
JAN	3,311.6	414.0	753.1	94.1	4,064.7	508.1
FEB	1,865.9	233.2	795.8	99.5	2,661.7	332.7
MAR	1,615.6	201.9	908.4	113.6	2,524.0	315.5
APR	1,418.5	177.3	842.0	105.3	2,260.5	282.6
MAY	1,401.7	175.2	975.8	122.0	2,377.5	297.2
JUN	1,612.6	201.6	1,093.0	136.6	2,705.6	338.2
JUL	1,411.0	176.4	1,180.4	147.5	2,591.4	323.9
AUG	1,608.5	201.1	1,273.3	159.2	2,881.8	360.2
SEP	1,376.7	172.1	948.8	118.6	2,325.5	290.7
OCT	1,603.7	200.5	1,068.6	133.5	2,672.3	334.0
NOV	1,497.1	187.1	1,091.8	136.5	2,588.9	323.6
DEC	1,530.9	191.4	959.4	119.9	2,490.3	311.3
TOTAL	20,253.8	2,531.8	11,890.4	1,486.3	32,114.2	4,018.0

The time savings for the year was found to be 32,114.2 hours or 4,018.0 man days. Of this savings, walk-in reports accounted for 20,253.8 hours or 2,531.8 man days and phone-in reports accounted for an additional 11,890.4 hours or 1,486.3 man days.

During the year, a patrol officer who was committed 65% of the time in response to service calls would spend a total of 1,898.0 hours responding to calls-for-service. Based on these figures, the total time savings of 32,123.9 hours for the year would be equivalent

to the workload of seventeen additional patrol officers. These data are not to be interpreted as meaning that discontinuing walk-in and phone-in reports would require the assignment of seventeen additional officers to patrol. However, when assessed in this manner, a time savings of 32,123.9 hours represents a significant impact on patrol workload.

Analysis of walk-in and phone-in reports also included a breakdown of the number of walk-in reports by patrol division. This distribution is presented in Table 9.

For the year 1979, 4,887 or 26.5% of the 18,445 walk-in reports were handled by station clerks at Metro Patrol Division, 3,373 or 18.3% at Headquarters, 2,825 or 15.3% at Central Patrol Division, 2,759 or 15.0% at East Patrol Division, 2,492 or 13.5% at South Patrol Division and 2,110 or 11.4% at North Patrol Division.

Although phone-in reports are currently taken by the Central Report Desk in the Communications Unit, the distribution of phone-ins by patrol division was also examined. This distribution is presented in Table 10.

TABLE 9

WALK-IN REPORTS,
BY PATROL DIVISION

January - December, 1979

PATROL DIVISION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL N	TOTAL %
CENTRAL	451	274	202	208	217	209	194	216	188	264	222	179	2,824	15.3
METRO	815	474	374	379	328	390	340	378	330	386	363	330	4,887	26.5
EAST	471	235	252	206	181	252	197	219	209	213	191	134	2,760	15.0
NORTH	466	195	192	151	147	121	148	156	125	141	133	135	2,110	11.4
SOUTH	404	277	224	182	180	187	199	178	161	180	172	148	2,492	13.5
HEADQUARTERS	288	233	312	220	261	287	257	260	235	264	264	491	3,372	18.3
TOTAL	2,895	1,688	1,556	1,346	1,314	1,446	1,335	1,407	1,248	1,448	1,345	1,417	18,445	100.0

TABLE 10

PHONE-IN REPORTS,
BY PATROL DIVISION

January - December, 1979

PATROL DIVISION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL N	TOTAL %
CENTRAL	163	216	244	182	196	190	263	245	190	253	246	202	2,590	28.2
METRO	175	154	200	208	248	253	263	272	229	277	245	198	2,722	29.6
EAST	113	99	136	137	135	170	166	172	136	176	172	128	1,740	18.9
NORTH	66	74	84	66	70	79	121	105	68	94	80	78	985	10.7
SOUTH	57	53	75	92	113	108	129	133	96	812	109	109	1,155	12.6
UNKNOWN	279	275	259	216	256	312	309	322	242	292	280	285	3,327	--
TOTAL	853	871	998	901	1,018	1,112	1,251	1,249	961	1,173	1,132	1,000	12,519	100.0

Of the 9,192 phone-in reports which could be attributed to a patrol division, 2,722 or 29.6% were attributed to Metrol Patrol Division, 2,590 or 28.2% to Central Patrol Division, 1,740 or 18.9% to East Patrol Division, 1,155 or 12.6% to South Patrol Division and 985 or 10.7% to North Patrol Division.

Tables 9 and 10 provide the information required to assess the relative impact of walk-in and phone-in reports on patrol workload by division. In reviewing these data, one should be cautioned against merely averaging the number of reports taken per month, day or watch. It should be emphasized that the number of incoming calls which can be handled as walk-ins and phone-ins also varies by hour of the day. Tables 11, 12 and 13 were prepared to analyze the distribution of walk-ins, phone-ins and the combined totals by hour of the day.

Table 11 indicates that the majority, 9,874 or 53.5%, of the 18,445 walk-in reports were taken on Watch II between the hours of 0800 and 1500. An additional 5,344 or 29.0% of the walk-in reports were taken during the first four hours of Watch III (1600 - 1900 hours). The remaining 3,227 or 17.5% of the reports were handled during the twelve hour period from 2000 through 2300 and 0000 through 0700.

Table 12 presents the distribution of phone-in reports by hour of the day. The distribution of phone-in reports was found to closely resemble that of walk-ins. Of the 12,518 phone-in reports, 7,745 or

61.9% were taken on Watch II between the hours of 0800 and 1500. An additional 2,686 or 21.4% of these reports were taken during the first four hours of Watch III. The remaining 2,087 or 16.7% of the reports were handled during the hours of 2000 through 2300 and 0000 through 0700.

Table 13 presents the combined distribution by hour of the day for all reports handled as walk-ins or phone-ins. Data presented in Tables 11, 12 and 13 provide additional information on which to base decisions concerning staffing requirements for continued use of walk-in and phone-in reports. A review of these data and the distribution of walk-in and phone-in reports by patrol division (Tables 9 and 10) has defined the workload to be anticipated by walk-in and phone-in report clerks. These data suggest that current staffing should be adjusted to permit more efficient utilization of personnel. Work schedules of report clerks should be adjusted to correspond with the distribution of walk-in and phone-in reports. Efforts should be made to insure availability of report clerks during peak workload periods.

Evaluation of call prioritization did not include a detailed survey of citizen satisfaction. However, efforts were made to identify any citizen complaints received concerning delayed calls, walk-in or phone-in reports. Discussions with Communications personnel and the Office of Citizen Complaints have identified only one complaint which came from a caller who had made a phone-in report to East Patrol Division prior to city-wide implementation.

TABLE 11

WALK-IN REPORTS, BY HOUR OF THE DAY

January - December, 1979

HOUR	1979												TOTAL	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	N	%
0000	35	21	18	10	19	34	21	23	22	18	27	21	269	1.4
0100	35	11	15	12	16	21	23	28	15	18	23	28	245	1.3
0200	26	14	15	7	8	24	14	8	14	10	12	11	163	0.9
0300	7	3	10	3	10	5	7	6	6	8	9	13	87	0.5
0400	4	6	7	5	4	2	1	4	3	4	7	3	50	0.3
0500	3	1	5	0	3	1	3	1	3	3	5	1	29	0.2
0600	10	6	5	3	7	6	6	5	7	5	6	4	70	0.4
0700	40	31	23	15	19	18	21	16	14	33	17	22	269	1.4
0800	116	65	64	60	52	54	47	61	39	58	52	51	719	3.9
0900	165	75	74	62	65	61	68	70	66	89	98	64	957	5.2
1000	205	106	107	82	71	86	76	102	85	80	85	96	1,181	6.4
1100	206	111	118	95	83	117	99	97	79	98	88	99	1,290	7.0
1200	227	133	129	119	85	97	89	79	92	118	112	129	1,409	7.6
1300	243	125	114	106	94	106	112	93	103	99	106	121	1,422	7.7
1400	247	132	119	109	87	83	112	112	84	121	104	103	1,413	7.7
1500	222	167	124	96	95	123	104	103	109	124	95	121	1,483	8.0
1600	259	175	124	131	121	107	103	122	95	118	108	127	1,590	8.6
1700	220	154	140	120	107	137	99	113	104	130	127	107	1,558	8.4
1800	204	111	108	85	114	95	104	101	90	95	72	84	1,263	6.8
1900	157	79	66	70	89	77	70	67	69	69	57	63	933	5.1
2000	105	46	60	54	58	78	66	41	49	43	47	51	698	3.8
2100	72	41	54	40	54	39	36	66	42	48	40	36	568	3.1
2200	38	42	27	38	32	48	35	44	38	28	30	35	435	2.4
2300	49	33	30	24	21	27	19	45	20	31	18	27	344	1.9
TOTAL	2,895	2,688	1,556	1,346	1,314	1,446	1,335	1,407	1,248	1,448	1,345	1,417	18,445	100.0

TABLE 12

PHONE-IN REPORTS, BY HOUR OF THE DAY

January - December, 1979

HOUR	1979												TOTAL	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	N	%
0000	9	12	22	8	6	2	27	24	1	0	0	1	112	0.9
0100	12	13	11	4	9	0	12	13	1	0	0	0	75	0.6
0200	6	5	3	2	1	1	14	8	0	0	0	0	40	0.3
0300	3	3	4	2	0	0	3	2	1	0	0	0	18	0.2
0400	3	2	4	0	1	0	2	4	0	0	0	0	16	0.1
0500	2	1	3	3	1	0	4	3	0	0	0	0	17	0.1
0600	7	8	13	17	4	6	15	11	3	4	2	1	91	0.7
0700	24	34	42	53	47	54	70	49	50	63	63	42	591	4.7
0800	47	51	91	88	83	122	100	95	87	98	107	74	1,043	8.3
0900	57	66	97	88	87	89	85	121	99	109	101	110	1,109	8.9
1000	59	79	101	87	82	107	111	100	90	118	104	103	1,141	9.1
1100	58	65	60	55	67	87	75	89	61	97	93	70	877	7.0
1200	57	66	69	71	79	87	89	83	68	91	96	86	942	7.5
1300	72	61	87	93	75	78	95	82	71	86	74	87	961	7.7
1400	63	39	39	54	49	52	57	64	60	71	83	54	685	5.5
1500	87	85	62	42	88	85	96	106	66	107	84	79	987	5.9
1600	55	73	60	41	66	88	92	85	71	82	91	72	876	7.0
1700	49	58	50	44	57	75	74	75	58	61	61	50	712	5.7
1800	40	36	42	40	62	50	61	57	37	59	48	63	595	4.8
1900	41	33	32	27	39	43	50	49	40	52	45	52	503	4.0
2000	26	21	37	26	36	21	43	43	41	37	39	28	398	3.2
2100	32	27	35	17	32	44	26	33	41	30	34	23	374	3.0
2200	17	18	13	19	32	21	17	22	12	8	7	5	191	1.5
2300	27	15	21	20	15	0	32	31	3	0	0	0	164	1.3
TOTAL	853	871	998	901	1,018	1,112	1,250	1,249	961	1,173	1,132	1,000	12,518	100.0

TABLE 13

WALK-IN AND PHONE-IN REPORTS,
BY HOUR OF THE DAY

January - December, 1979

HOUR	1979												TOTAL	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	N	%
0000	44	33	40	18	25	36	48	47	23	18	27	22	381	1.2
0100	47	24	26	16	25	21	35	41	16	18	23	28	320	1.0
0200	32	19	18	9	9	25	28	16	14	10	12	11	203	0.7
0300	10	6	14	5	10	5	10	8	7	8	9	13	105	0.3
0400	7	8	11	5	5	2	3	8	3	4	7	3	66	0.2
0500	5	2	8	3	4	1	7	4	3	3	5	1	46	0.1
0600	17	14	18	20	11	12	21	16	10	9	8	5	161	0.5
0700	64	65	65	68	66	72	91	65	64	96	80	64	860	2.8
0800	163	116	155	148	135	176	147	156	126	156	159	125	1,762	5.7
0900	222	141	171	150	152	150	153	191	165	198	199	174	2,066	6.7
1000	264	185	208	169	153	193	187	202	175	198	189	199	2,322	7.5
1100	264	176	178	150	150	204	174	186	140	195	181	169	2,167	7.0
1200	284	199	198	190	164	184	178	162	160	209	208	215	2,351	7.6
1300	315	186	201	199	169	184	207	175	174	185	180	208	2,383	7.7
1400	310	171	158	163	136	135	169	176	144	192	187	157	2,098	6.8
1500	309	252	186	138	183	208	200	209	175	231	179	200	2,470	8.0
1600	314	248	184	172	187	195	195	207	166	200	199	199	2,466	8.0
1700	269	212	190	164	164	212	173	188	162	191	188	157	2,270	7.3
1800	244	147	150	125	176	145	165	158	127	154	120	147	1,858	6.0
1900	198	112	98	97	128	120	120	116	109	121	102	115	1,436	4.6
2000	131	67	97	80	94	99	109	84	90	80	86	79	1,096	3.5
2100	104	68	89	57	86	83	62	99	83	78	74	59	942	3.1
2200	55	60	40	57	64	69	52	66	50	36	37	40	626	2.0
2300	76	48	51	44	36	27	51	76	23	31	18	27	508	1.7
TOTAL	3,748	2,559	2,554	2,247	2,332	2,558	2,585	2,656	2,209	2,621	2,477	2,417	30,963	100.0

(City-wide implementation required that all phone-in reports be referred to the Central Report Desk.) The caller, attempting to make a subsequent phone-in report to the division station, was instructed by the station clerk to call the Communications Unit and ask to make a report. The dispatcher, unfamiliar with phone-in report procedures, suggested the caller contact the station. As a result of the apparent "run around", the caller filed a complaint with the commander of the Communications Unit. To date, no additional complaints have been received concerning call prioritization procedures.

Call Prioritization procedures - delayed calls, walk-in and phone-in reports - have been successfully implemented on a city-wide basis. Analysis to date indicates that Call Prioritization has had a significant impact on patrol workload. Use of delayed response, walk-in and phone-in reports has been successful at freeing blocks of time for alternative patrol activities. Detailed analysis of the types of calls handled by using Call Prioritization procedures indicates there is potential for increasing the number of calls handled via delayed response, walk-in and phone-in reports.

The handling of walk-in reports at the division station and phone-in reports at the Central Report Desk in the Communications Unit appear to be the most effective procedures. Direct referral from dispatcher to phone-in clerk decreases the potential for confusion and dissatisfaction on the part of the caller. Decentralization of phone-

in report clerks would, due to limitations in present and proposed telephone systems, require that a citizen caller who initially contacts the dispatcher make a second telephone call to the division station. This process would not only eliminate the convenience associated with phone-in reports but, in many cases, might be accompanied by the caller's insistence upon response by a patrol unit.

Directed Patrol Assignments

The preceding sections of this chapter described the components of the Directed Patrol project which were designed to increase the efficiency of patrol operations. By matching deployment to workload demands and prioritizing calls-for-service, blocks of patrol time were made available for Directed Patrol assignments. This objective was accomplished without either the assignment of additional officers to patrol or a decrease in the quality of service delivery.

As was previously discussed, sergeants are responsible for planning and directing patrol activities within their sector. Based on the forecasted amount of time available, derived from the Manpower Utilization Forecast, sergeants initiate Directed Patrol activities that address specific problems identified by crime analysis. The Directed Patrol Daily Assignment Sheet aids in the planning of directed activities. A copy of the Assignment Sheet and related instructions are attached as Appendix C.

Evaluation of the utilization of uncommitted time has focused on the monitoring of the amount of time spent on Directed Patrol assignments by sector, watch and type of activity. Data collection procedures for evaluating Directed Patrol were incorporated into the department's computerized dispatch system. As monthly dispatch data became available, reports were prepared and distributed to patrol administrators. The monthly report for December, 1979 is included as Appendix D.

For the year 1979, patrol officers at East Patrol Division completed a total of 2,537 Directed Patrol assignments which consumed 13,095.6 hours (Table 16). This figure represents 10.0% of the available hours for the year (Table 15). The distribution of the total hours assigned and used on Directed Patrol by sector and watch is presented in Table 14.

TABLE 14

DIRECTED PATROL TIME SUMMARY
EAST PATROL DIVISION

January - December, 1979

	HOURS ASSIGNED				HOURS USED			
SECTOR	Watch I	Watch II	Watch III	Total	Watch I	Watch II	Watch III	Total
310	2,407.0	3,265.0	1,726.5	7,398.5	1,159.2	2,334.2	898.2	4,391.6
320	2,648.5	2,946.0	1,927.2	7,521.7	1,366.5	2,319.9	833.7	4,520.1
330	2,208.8	2,770.7	1,607.7	6,650.2	1,381.8	1,906.2	879.7	4,167.7
TOTAL	7,264.3	8,981.7	5,324.4	21,570.4	3,907.5	6,560.3	2,611.6	13,079.4

*An additional 16.2 hours of Directed Patrol time was used by commanding officers and support unit personnel.

A review of Table 14 indicates that of the total hours available on each watch, 3,907.5 hours or 8.9% of the available hours on Watch I, 6,560.3 hours or 15.0% of the available hours on Watch II and 2,611.6 hours or 6.0% of the available hours on Watch III were utilized for

Directed Patrol assignments. (Of the total 21,570.4 hours assigned to Directed Patrol, 8,491.0 hours or 39.4% were cancelled.)

Table 15 was prepared to compare the percentage of available patrol time consumed by call-for-service, self-initiated, administrative and Directed Patrol activities. These data indicate that during the year, 82.0% of the available patrol time was accounted for by those activities. Call-for-service, self-initiated, administrative, and Directed Patrol activities accounted for 60.6% of the available time on Watch I, 92.5% on Watch II and 92.7% on Watch III. These figures indicate that a considerable amount of uncommitted time is not being utilized for Directed Patrol activities on Watch I.

TABLE 15

PERCENT OF AVAILABLE PATROL TIME CONSUMED
BY TYPE OF ACTIVITY BY WATCH
EAST PATROL DIVISION

January - December, 1979

Type of Activity	Watch I	Watch II	Watch III	TOTAL
Call-For-Service	30.1	41.5	57.6	43.1
Self-Initiated	11.1	14.7	15.3	13.7
Administrative	10.5	21.3	13.8	15.2
Directed Patrol	8.9	15.0	6.0	10.0
TOTAL	60.6	92.5	92.7	82.0

The utilization of uncommitted patrol time was also analyzed by type of activity. A set of Directed Patrol dispatch categories and dispatch codes was utilized to collect data. The six major dispatch categories and codes included: (1) Community Crime Prevention, Education and Organization (23-10); (2) Tactical Deployment (23-20); (3) Saturation Patrol (23-30); (4) Investigative Follow-Up (23-40); (5) Administrative, Planning and Training (23-50); and (6) Other Activity (23-60). Each major category involved a number of specific activities. Community Crime Prevention, Education and Organization activities included community meetings, residential security surveys, operation identification and other related activities. Tactical Deployment activities involved surveillance, TAC II alarms and automatic phone dialer alarms. Saturation Patrol activities included residence, building, pedestrian and car checks, line beats, foot patrols and other high visibility activities. Investigative Follow-Up activities included patrol technicians, warrant sheets and related investigative assignments. Administrative, Planning and Training activities involved Directed Patrol project meetings, planning Directed Patrol assignments and training. Other Activities included those specialized assignments which could not be classified into the other categories.

The distribution of Directed Patrol assignments by type of activity is presented in Table 16. For the year 1979, 57.8% of all Directed Patrol assignments were Saturation Patrol activities, 19.1% were Investigative Follow-Up, 7.9% were Tactical Deployment, 7.6%

involved Administrative, Planning and Training, 4.9% consisted of Community Crime Prevention, Education and Organization and 2.7% were Other Activities.

TABLE 16

DIRECTED PATROL ACTIVITY SUMMARY

January - December, 1979

DISPATCH CODE	ASSIGNMENTS		HOURS USED	
	NUMBER	PERCENT	TOTAL	AVERAGE
23-10	123	4.9	447.2	3.6
23-20	201	7.9	1,054.8	5.2
23-30	1,466	57.8	7,784.6	5.3
23-40	485	19.1	3,065.1	6.3
23-50	193	7.6	447.5	2.3
23-60	69	2.7	296.4	4.3
TOTAL	2,537	100.0	13,095.6*	5.2

*16.2 hours of the total were used by commanding officers and support unit personnel.

Analysis of the time spent on Directed Patrol by type of activity is also presented in Table 16. Of the 13,095.6 hours spent on Directed Patrol activities, 7,784.6 hours or 59.4% were spent on Saturation Patrol, 3,065.1 hours or 23.4% on Investigative Follow-Up, 1,054.8 hours or 8.1% on Tactical Deployment, 447.5 hours or 3.4% on

Administrative, Planning and Training, 447.2 hours or 3.4% on Community Crime Prevention, Education and Organization and 296.4 hours or 2.3% on Other activities. The distribution of the average amount of time for Directed Patrol assignments by dispatch code is also presented in Table 16. The average time for all Directed Patrol assignments was 5.2 hours.

The distribution of Directed Patrol activities by watch is presented in Table 17.

TABLE 17

DIRECTED PATROL ACTIVITY BY WATCH

January - December, 1979

DISPATCH CODE	Watch I		Watch II		Watch III	
	Number	Percent	Number	Percent	Number	Percent
23-10	5	0.6	66	6.0	52	9.1
23-20	20	2.3	130	11.8	51	8.9
23-30	708	81.9	439	39.9	319	55.6
23-40	20	2.3	360	32.8	105	18.3
23-50	95	11.0	69	6.3	29	5.0
23-60	16	1.9	35	3.2	18	3.1
TOTAL	864	100.0	1,099	100.0	574	100.0

A review of Table 17 indicates that the type of Directed Patrol assignments varies by watch. Saturation Patrol activities (23-30) accounted for 81.9% of the assignments on Watch I compared to 39.9% on Watch II and 55.6% on Watch III. Administrative, Planning and Training activities (23-50) accounted for 11.0% of the assignments on Watch I as compared to 6.3% on Watch II and 5.0% on Watch III. Those activities involving contacts with citizens, including Community Crime Prevention, Education and Organization (23-10) and Follow-up Investigations (23-40), were limited almost exclusively to the daytime and early evening hours. Tactical Deployment activities (23-20), including installation of automatic phone dialers and installation and monitoring of TAC II alarms, were also limited primarily to regular business hours. Given these considerations it is understandable that 92.9% of the Directed Patrol assignments on Watch I were either Saturation Patrol (81.9%) or Administrative, Planning and Training activities (11.0%).

Analysis of Directed Patrol assignments for Watches II and III indicates that Community Crime Prevention, Education and Organization activities (23-10) accounted for 6.0% of the assignments on Watch II and 9.1% on Watch III. Tactical Deployment activities (23-20) accounted for 11.8% of the assignments on Watch II and 8.9% on Watch III. Investigative Follow-Up activities (23-40) accounted for an additional 32.8% of the assignments on Watch II and 18.3% on Watch III. Administrative, Planning and Training activities (23-50)

accounted for 6.3% of the assignments on Watch II and 5.0% on Watch III. These figures indicate that the majority of Directed Patrol assignments on Watch II involve activities other than Saturation Patrol.

It should be noted that Directed Patrol assignments involving Saturation Patrol include many of the same activities as routine preventive patrol. However, there are two basic distinctions between Saturation Patrol activities as utilized by Directed Patrol and those utilized on routine preventive patrol. First, Saturation Patrol activities under Directed Patrol are focused on specific geographic areas identified by crime analysis. Second, these activities are completed during a block of time in which the patrol officer is not required to respond to calls-for-service. One important advantage to the use of Saturation Patrol activities for Directed Patrol assignments is the availability of officers if service call demands exceed the forecasted workload. Unlike other types of Directed Patrol assignments, Saturation Patrol activities can be easily interrupted or cancelled if workload demands require such actions.

The preceding discussion indicates that Directed Patrol has been successful at utilizing uncommitted time for directed activities. Analysis of the utilization of uncommitted time by watch indicates that a considerable amount of time on Watch I is not being utilized for Directed Patrol activities. This is due, at least in part, to

limitations on the type of activity which can be completed during the hours of Watch I. This analysis suggests that increasing the amount of time spent on Directed Patrol assignments would require a reallocation of patrol resources to make additional manpower available during Watches II and III. Such action would make additional officers available during periods which permit more specialized Directed Patrol assignments.

CHAPTER II

CRIME AND INTELLIGENCE ANALYSIS: SUPPORT SYSTEMS FOR DIRECTED PATROL

Introduction

The Kansas City, Missouri Directed Patrol Project emphasized the need to strengthen the link between crime and intelligence analysis and operations. The utilization of uncommitted patrol time for preplanned, crime and location specific activities and strategies required support from timely crime analysis products.

Crime Analysis

Crime Analysis, within the department, is conducted by the centralized Operations and Crime Analysis Unit and the division level Crime Information Coordinators. The Operations and Crime Analysis Unit is organizationally located within the Field Services Bureau and is responsible for ongoing analysis to support patrol planning and deployment. The planning of sector level Directed Patrol strategies required the identification of location specific crime problems. During the first six months of Directed Patrol, the centralized Operations and Crime Analysis Unit provided a series of crime summaries to sector sergeants at East Patrol Division. Evaluation efforts to determine the level of utilization of crime analysis products indicated that only a few sergeants made use of these reports,

the reason cited being primarily the problem of timeliness of data. Reports prepared by the Operations and Crime Analysis Unit, dependent on monthly computerized reports generated by Computer Systems Division, were based on data which was always at least one and frequently two months old.

In contrast to the problems encountered with monthly crime summaries, a number of products prepared by the Operations and Crime Analysis Unit have proven to be of value to the planning of Directed Patrol activities. Specialized project activities, including Concealed Cameras, Automatic Phone Dialers and the use of TAC II alarms, have effectively utilized analyses completed by the Operations and Crime Analysis Unit. Site selection for the placement of cameras and alarms was based on an analysis of historical crime data. As new or existing cameras and alarms are installed or relocated, ongoing crime analysis products serve as the basis for site selection. Recent efforts within the Operations and Crime Analysis Unit have addressed the problem of timeliness of data. Analysis completed by the unit has been used to prepare a number of armed robbery bulletins for use by patrol personnel.

Crime analysis products prepared by the division level Crime Information Coordinators, unlike those prepared by the Operations and Crime Analysis Unit, were found to provide the timeliness required for planning at the sector level. These reports, which take the form of log sheets and spot maps for residence and non-residence burglary and armed and strongarm robbery, serve to identify sector crime problems. Crime analysis products provided by the Crime Information Coordinator are used by sector sergeants for the planning of crime and location specific Directed Patrol strategies.

Intelligence Analysis

The Perpetrator Information Center (PIC) serves as the source of information on the most active career criminals and problem offenders. The Perpetrator Information Center is organizationally located within the Investigations Bureau and is responsible for providing information to detectives for follow-up investigations. In addition, information is provided to patrol personnel when specific crime patterns are identified. For the year 1979, efforts were directed toward improving the analysis capabilities of PIC. A CPT 8000 Word Processor was installed to improve the search and retrieval capabilities of the Perpetrator Information Center, and initial data entry for project files was completed. Information files maintained by PIC include the following:

(1) Identifiable Features File - suspect descriptors (i.e. scars, marks and tattoos) for career criminals and problem offenders

(2) Burglary MO File - suspect and MO (i.e. point of entry, method of entry, time of occurrence and property taken) information on selected suspects and burglaries

(3) Fencing File - information on known fencing operations, fencing suspects and known associates

(4) Stolen Property File - information on major losses, including heavy equipment, tools, furniture, etc.

(5) Penitentiary Release File - information on all offenders released from the State penitentiary from January 1, 1972 to present

(6) Narcotics File - information on known or target narcotics suspects

Under development at this time are arson files which will contain information on known arson suspects, arson MOs and an organized crime file on arson for profit.

The Perpetrator Information Center is well publicized within the department and currently provides a significant amount of information to patrol and investigations. In addition to responding to requests for information, PIC issues periodic bulletins on selected suspects and offenses.

The role of evaluation in terms of crime and intelligence analysis has been limited to monitoring and documenting analysis activities. During the course of the Directed Patrol project, considerable assistance has been provided to the respective units including the designing of reporting formats for crime analysis reports and computer formats for micro processor applications.

CHAPTER III

CASE PROCESSING PROGRAMS

Introduction

In addition to those project activities designed to improve the efficiency of patrol operations, a number of specialized activities have been implemented as part of the Directed Patrol Project. These case processing programs, Concealed Cameras and Identi-Kits, were designed and implemented to aid in the identification, apprehension and prosecution of armed robbery suspects.

Concealed Camera Project

The Kansas City, Missouri Concealed Camera Project was initiated with LEAA funding in October of 1976. The initial Directed Patrol grant included the purchase of 50 cameras to be installed at quick-service retail businesses within geographic areas experiencing high incidences of armed robbery. Subsequent grant renewals in 1977 and 1978 continued to support the Concealed Camera project. An additional 100 cameras were purchased when the Directed Patrol grant was renewed in 1978, and the project was expanded to include city-wide installations. As of December 31, 1979, the Concealed Camera project included 120 cameras in 99 locations. The distribution of those Concealed Camera locations by patrol division is presented in Table 18.

TABLE 18

CONCEALED CAMERA LOCATIONS
BY PATROL DIVISION

December, 1979

PATROL DIVISION	NUMBER	PERCENT
CENTRAL	29	29.3
METRO	29	29.3
EAST	32	32.3
NORTH	--	--
SOUTH	9	9.1
TOTAL	99	100.0

The Concealed Camera Project is administratively located within the East Patrol Division, Support Unit. Two camera officers have responsibility for installing and maintaining camera equipment, recovering and developing film on crime trips, resetting accidental trips and completing project related record keeping. Camera officers are available for call back on all crime trips. The process of recovering, developing and distributing film is completed as soon as possible following crime trips. Photographs are distributed to all patrol divisions and the Robbery Unit. Site selection for placement of Concealed Cameras is based on crime analyses prepared by the Operations and Crime Analysis Unit and the Crime Information Coordinator.

Evaluation of the Concealed Camera Project has focused on the analysis of offense, arrest and prosecution data. A data base was established to include all offenses at Concealed Camera sites for the entire study period of October, 1976 through December, 1979. Data sources for the evaluation included (1) camera officers' monthly reports and project files, (2) offense investigation reports, (3) follow-up investigation reports, (4) case status reports, (5) computerized offense, arrest and prosecution data and (6) prosecution data obtained from records in the prosecutor's office. An extensive review of all data sources was required to provide a sound data base for evaluation.

Data analysis was completed for the study period of October, 1976 through December, 1979. During this period, there were a total of 282 offenses at Concealed Camera sites, including 261 armed robberies, 3 strongarm robberies, 10 burglaries and 8 larcenies. Findings indicate that photographs were obtained in 140 or 49.6% of the 282 offenses. Identifiable photographs (as defined by the camera officers) were obtained in 117 or 41.5% of the offenses.

Several reasons can be cited for the failure to obtain photographs in 142 cases. In 25 or 17.6%, the clerk failed to pull the bait money; in 27 or 19.0%, the suspect was not in view of the camera; in 26 or 18.3%, unreported camera trips occurred prior to

the robbery; in 20 or 14.1%, equipment malfunctioned; in 17 or 12.0%, suspects removed the money but did not pull the bait money; in 9 or 6.3%, other difficulties arose, including a stolen camera unit, a broken cash register, bad film processing and store remodeling. For the remaining 18 or 12.7%, no reason could be found.

Analysis of arrest rates for cases with photographs and those without indicates that the camera project is having a significant impact on the identification and subsequent apprehension of suspects. Analysis of the 282 offenses indicates that arrests were made in 126 or 44.7% of all Concealed Camera cases. Comparing arrest rates with and without photographs, it was found that with photographs 53.6% of the cases resulted in arrests and without photographs, only 35.9% ended in arrests. These arrest figures are significantly higher than department-wide armed robbery clearance rates for the study period: 27.2% for 1976, 24.3% for 1977, 27.0% for 1978 and 22.8% for 1979.

Analysis of prosecution data was also completed for this report. Although available for only a small number of suspects (57), an interesting pattern emerged. Of the 31 suspects with photographs, 23 or 74.2% were incarcerated and 8 or 25.8% received probation. Of the 26 suspects without photographs, 10 or 38.5% were incarcerated and 16 or 61.5% received probation.

The average length of sentence for these cases was found to be 8 years with a range from 2 to 42 years. These figures should be interpreted with care because of the small number of cases involved.

A number of operational concerns were also addressed. These included analysis of the distribution of offenses at Concealed Camera sites by day of the week and by hour of the day, presented in Tables 19 and 20.

TABLE 19

OFFENSES AT CONCEALED CAMERA SITES
BY DAY OF THE WEEK

October, 1976 - December, 1979

DAY OF WEEK	NUMBER	PERCENT
SUNDAY	40	14.2
MONDAY	51	18.1
TUESDAY	40	14.2
WEDNESDAY	42	14.9
THURSDAY	34	12.0
FRIDAY	35	12.4
SATURDAY	40	14.2
TOTAL	282	100.0

Offenses were found to be evenly distributed, throughout the week, with a slightly higher number occurring on Monday. It is important to note that 80 or approximately 28% of the offenses occurred on Saturday and Sunday, a finding that points to the need to have officers available on a daily basis to recover and develop film on crime trips.

TABLE 20

OFFENSES AT CONCEALED CAMERA SITES
BY HOUR OF THE DAY

January - December, 1979

HOUR OF DAY	NUMBER	PERCENT
0000	30	10.6
0100	23	8.2
0200	21	7.4
0300	15	5.3
0400	10	3.5
0500	8	2.8
0600	2	0.7
0700	3	1.1
0800	1	0.4
0900	1	0.4
1000	3	1.1
1100	3	1.1
1200	5	1.8
1300	6	2.1
1400	3	1.1
1500	3	1.1
1600	2	0.7
1700	5	1.8
1800	4	1.4
1900	17	6.0
2000	19	6.7
2100	35	12.4
2200	30	10.6
2300	33	11.7
TOTAL	282	100.0

Table 20 indicates that 208 or 73.8% of all offenses occurred during the eight hour period from 1900 through 0200. This finding is of particular relevance for decisions concerning the work schedules of camera officers. Those schedules should be designed to insure that camera officers will be on duty during this peak period. It should also be noted that the relatively small amount of activity on the day shift would provide the opportunity for maintenance of equipment, routine system checks, installation of cameras and completion of project-related record keeping.

Analysis of offense, arrest and prosecution data indicates that the Concealed Camera Project has been successful in achieving project objectives. Arrest rates for offenses at Concealed Camera sites were found to be significantly higher than department-wide arrest rates. Analysis of prosecution data indicates that the availability of suspect photographs is aiding in the prosecution of armed robbery offenders.

Identi-Kit Project

The Identi-Kit Project, like the Concealed Camera Project, was implemented in order to aid in the identification, apprehension and prosecution of armed robbery suspects. The initial Directed Patrol grant in 1976 provided for the rental of two Smith and Wesson Identi-Kit units to be used by officers at East Patrol Division. Officer acceptance and utilization of Identi-Kits resulted in city-wide expansion of the project. Six additional Identi-Kit units were rented when the Directed Patrol grant was renewed in 1978. Training and retraining of officers was completed with a total of 33 officers receiving eight hours of instruction on the use of Identi-Kits. In December of 1978, the additional Identi-Kit units were received and distributed to the division stations.

The Identi-Kit activity involves the use of Smith and Wesson Identi-Kits to construct facial composites of armed robbery suspects based on descriptions provided by victims and witnesses. Immediately following a reported robbery, victims and witnesses who feel they can construct a composite are requested to accompany officers to the division station. At the station, personnel trained in the use of Identi-Kits work to construct the most accurate composite possible. The composite is then distributed for use by field personnel, and a copy attached to the offense

report is forwarded to the Crimes Against Persons Unit to aid future investigation and case preparation activities.

Evaluation of the Identi-Kit project has focused on the analysis of offense and arrest data. Data sources for the evaluation included (1) Identi-Kit log sheets; (2) Identi-Kit composite forms; (3) offense investigation reports; (4) follow-up investigation reports; (5) case status reports and (6) computerized offense and arrest data. An extensive review of all data sources was completed.

Data analysis was completed for the period of December, 1978 through December, 1979. This thirteen-month period covers city-wide expansion of the Identi-Kit project, during which there were a total of 136 composites completed on 115 offenses. These 115 offenses included 75 armed robberies, 14 residence burglaries, 5 strong-arm robberies, 5 larcenies, 5 sex offenses, 4 non-residence burglaries, 4 aggravated assaults, 2 frauds and 1 auto theft.

Analysis of arrest rates for cases with Identi-Kit composites indicates that arrests were made in 41 or 35.7% of the 115 offenses. This arrest rate was found to be significantly higher than department-wide clearance rates of 22.8% for 1979.

Monitoring the use of Identi-Kits has identified two potential problems. First, a review of detectives' files shows that

many of the Identi-Kit composites are not in the case records. Efforts should therefore be made to improve the system of distribution of completed composites. Second, the relatively small number of composites (136) and the number of trained officers (33) has resulted in infrequent use of Identi-Kits by any one officer. Few have participated in the repeated and consistent practice required to improve the quality of composites.

Analysis indicates that the Identi-Kit Project has been successful in achieving project objectives. Arrest rates for offenses with Identi-Kit composites were found to be significantly higher than department-wide arrest rates. Continued success of the Identi-Kit Project, like the Concealed Camera Project, is dependent upon accurate record keeping and distribution of completed composites. The Identi-Kit Project may also benefit from having a limited number of officers complete composites.

CHAPTER IV

TACTICAL PATROL PROGRAMS

Introduction

A number of tactical program activities were designed to be used when specific crime problems were identified. These activities, TAC II Alarms and Automatic Phone Dialer Alarms, were designed to improve on-scene apprehensions of burglary suspects. Site selection and evaluation, installation and monitoring of alarms have been carried out by patrol officers at East Patrol Division as Directed Patrol assignments. Site selection for placement of alarms is based upon crime analysis by the Operations and Crime Analysis Unit and the Crime Information Coordinator.

TAC II Alarms

The TAC II alarm activity involves the use of patrol monitored alarms in retail businesses within geographic areas that are experiencing high incidences of armed robbery. The use of TAC II alarms bypasses alarm reporting through the Communications Unit and insures immediate notification of patrol units. By deploying patrol personnel in the vicinity of alarm placement, an immediate response is assured once an alarm has been activated.

TAC II alarms have been installed and monitored as Directed Patrol assignments in East Patrol Division. To date, no robberies

have occurred at locations where alarms were being monitored. Patrol officers involved with the installation and monitoring of TAC II alarms have indicated that business owners have been appreciative of officers' efforts.

Automatic Phone Dialer Alarms

The use of Automatic Phone Dialer alarms involves placing alarms in selected retail and residential locations within geographic areas that are experiencing high incidences of burglary. The Phone Dialer alarms, when activated, are designed to dial a private line in the Communications Unit and to play a prerecorded message. The use of Phone Dialers assures immediate notification of police.

As of December 31, 1979, alarms were installed at 15 locations in East Patrol Division. To date, there have been 8 crime trips at alarm locations. Two of these crime trips have resulted in on-scene apprehensions of burglary suspects. The installation of Automatic Phone Dialer alarms, like the TAC II alarms, provides the opportunity for patrol officers to interact with business owners. The use of Phone Dialers is the newest of the Directed Patrol activities; adequate data for assessment of their effectiveness is therefore not available for this report. However, business owners have already expressed a favorable reaction to the use of the alarms.

CHAPTER V

SUMMARY OF STUDY FINDINGS AND RECOMMENDATIONS

The following is presented as an outline summary of study findings and recommendations, and is organized to correspond with findings discussed in Chapters I through IV.

I. Utilization of Uncommitted Patrol Time

A. Availability of Uncommitted Patrol Time

1. All five patrol divisions were found to have a substantial proportion of uncommitted patrol time available for implementing Directed Patrol activities and strategies.

2. The availability of uncommitted patrol time was found to vary by watch with a certain degree of consistency.

3. Analysis of computerized dispatch data has served to identify a wealth of patrol workload information which is not available through existing computer reports. This finding suggests a need to revise existing computer reports to include data required by patrol administrators for decision making.

4. Efficient and effective deployment of patrol resources is dependent on the timely analysis and feedback of workload data to patrol administrators.

B. Manpower Utilization Forecast

1. The availability of an accurate model for forecasting patrol workload is essential for implementing Directed Patrol activities and strategies.

2. The Manpower Utilization Forecast, a weekly computer report, has been successfully utilized by patrol sergeants at East Patrol Division for planning and implementing Directed Patrol assignments.

3. Statistical verification of the Manpower Utilization Forecast has found the forecasting model to be accurate 70% to 80% of the time when an eight-hour adjustment factor is applied. The accuracy was found to vary by watch: 83.6% for Watch I, 78.0% for Watch II and 70.3% for Watch III.

4. Statistical comparisons of the actual and forecasted workload indicate that further monitoring of and refinements to the forecasting model would be appropriate.

5. Findings lend support to continued use of the Manpower Utilization Forecast by sergeants at East Patrol Division, as well as to expanded use of the forecast by sergeants at other patrol divisions.

C. Call Prioritization

1. Call Prioritization procedures - delayed calls, walk-in and phone-in reports - have been successfully implemented on a city-wide basis.

2. Analysis of data on delayed calls indicates that approximately 10% of all calls received used delayed response with an average delay of 22 minutes.

3. Analysis of delayed calls by hour of the day indicates that the distribution of delayed calls corresponds with the distribution of all calls received. It also demonstrates that delayed calls are having an impact on patrol workload therby assuring patrol unit availability for emergency calls during peak workload periods.

4. The number of calls handled by delayed response was found to be somewhat smaller than was originally anticipated. Analysis of the type of calls delayed suggests that the number of calls handled by delayed response could be increased.

5. Analysis of data on walk-in and phone-in reports shows that 26.8% of all reports taken were handled as walk-in or phone-in reports, walk-ins accounting for 16.0% and phone-ins for 10.8% of all reports.

6. The use of walk-in and phone-in reports was found to have a significant impact on patrol workload, freeing blocks of time for alternative patrol activities.

7. Analysis of the type of calls handled as walk-ins or phone-ins indicates that the number of calls handled by call diversion could be increased.

8. Continued success of Call Prioritization - delayed calls, walk-in and phone-in reports - is dependent on the ability of dispatch personnel to screen incoming calls-for-service and to determine the appropriate response. Efforts should also be made to insure the availability of report clerks during peak workload periods.

D. Directed Patrol Assignments

1. Sergeants at East Patrol Division have successfully utilized uncommitted patrol time for implementing Directed Patrol strategies and activities.

2. Officers at East Patrol Division utilized 10.0% of all patrol time for Directed Patrol assignments.

3. Analysis of the utilization of patrol time for East Patrol Division by type of activity and by watch was also completed. On Watch I, 30.1% of the available time was spent on calls-for-service, 11.1% on self-initiated activities, 10.5% on administrative activities and 8.9% on Directed Patrol activities. These activities together accounted for 60.6% of the available patrol time for Watch I. On Watch II, 41.5% of the available time was spent on calls-for-service, 14.7% on self-initiated activities, 21.3% on administrative activities, and 15.0% on Directed Patrol activities. These activities together accounted for 92.5% of the available patrol time for Watch II.

On Watch III, 57.6% of the available time was spent on calls-for-service, 15.3% on self-initiated activities, 13.8% on administrative activities and 6.0% on Directed Patrol activities. These activities together accounted for 92.7% of the available patrol time for Watch III.

4. Analysis of the type of Directed Patrol activities indicates that 59.4% of all Directed Patrol time was spent on Saturation Patrol, 23.4% on Investigative Follow-Up, 8.1% on Tactical Deployment, 3.4% on Administrative, Planning and Training, 3.4% on Community Crime Prevention, Education and Organization and 2.3% on Other activities.

5. Analysis suggests that in order to increase the amount of time spent on Directed Patrol assignments, a reallocation of patrol resources would be required in order to make additional manpower available during times which permit more specialized activities.

II. Crime and Intelligence Analysis: Support Systems for Directed Patrol

A. Crime Analysis

1. Crime analysis products prepared by the centralized Operations and Crime Analysis Unit were infrequently used by patrol sergeants for planning and implementing Directed Patrol assignments, primarily due to timeliness of data.

2. A number of crime analysis products prepared by the Operations and Crime Analysis Unit were used for specialized Directed Patrol projects. Specialized projects, including Concealed Cameras, Automatic Phone Dialers and TAC II Alarms have benefitted from analyses completed by the Operations and Crime Analysis Unit. Site selection for the placement of cameras and alarms was based on an analysis of historical crime data.

3. Crime analysis products prepared by the division level Crime Information Coordinator were found to provide the timeliness required for planning at the sector level. Those products were used by sector sergeants for the planning of crime and location specific Directed Patrol strategies.

4. The Perpetrator Information Center serves as the source of information on the most active career criminals and problem offenders. Considerable progress has been made in improving search and retrieval capabilities with the installation of a CPT 8000 word processor.

III. Case Processing Programs

A. Concealed Camera Project

1. The Concealed Camera project has been successful in achieving project objectives by aiding in the identification, apprehension and prosecution of armed robbery suspects.

2. During the study period of October, 1976 through December, 1979, there were a total of 282 offenses at Concealed Camera sites. Findings indicate that photographs were obtained in 140 or 49.6% of the offenses.

3. Analysis of arrest rates for cases with photographs and those without documents that the camera project is having a significant impact on the identification and subsequent apprehension of suspects. Examination of the 282 offenses shows that arrests were made in 126 or 44.7% of all Concealed Camera cases. Comparing arrest rates with and without photographs, it was found that with photographs, 59.5% of the cases resulted in arrests and without photographs, 40.5% ended in arrests. These rates were found to be significantly higher than department-wide armed robbery clearance rates.

4. Analysis of prosecution data was also completed for offenses at Concealed Camera sites. Although available for only a small number of suspects, the data have pointed to an interesting pattern. Of the suspects with photographs, 74.2% were incarcerated and 25.8% received probation; of those without photographs, 38.5% were incarcerated and 61.5% received probation.

B. Identi-Kit Project

1. The Identi-Kit project has successfully achieved its objectives by aiding in the identification and apprehension of armed robbery suspects.

2. Analysis of arrest rates for cases with Identi-Kit composites suggests that the Identi-Kit project is having a significant impact on the identification and subsequent apprehension of suspects. Arrests were made in 35.7% of the offenses with Identi-Kit composites. This rate was significantly higher than department-wide arrest rates.

3. Monitoring the use of Identi-Kits has identified two problems. First, many of the Identi-Kit composites are not in detective's files and efforts should therefore be made to improve the system of distribution of completed composites. Second, the relatively small number of composites and the number of trained officers have resulted in infrequent use of Identi-Kits by any one officer. Few have participated in the repeated and consistent practice required to improve the quality of composites.

IV. Tactical Patrol Programs

A. TAC II Alarms

1. To date, although no robberies have occurred at locations where alarms were being monitored, business owners have expressed a favorable reaction to their use.

B. Automatic Phone Dialer Alarms

1. To date, eight crime trips have occurred at locations where alarms were installed. Two of these crime trips have resulted in on-scene apprehensions of burglary suspects. The installation of Phone Dialer Alarms, like the use of TAC II Alarms, provides the opportunity for patrol officers to interact with business owners and managers.

2. The use of Automatic Phone Dialers is the newest of the Directed Patrol activities; adequate data for assessment of their effectiveness is therefore not available for this report.

APPENDIX A

Manpower Utilization Forecast

CI806L1

KANSAS CITY MISSOURI POLICE DEPARTMENT MANPOWER UTILIZATION FORECAST
TITLE: PROJECTED PATROL MAN EVENTS, SECTOR 310
DATE PREPARED: 11/25/79, DATA DATE: 11/11/79, EVENT CLASSES: 1 2 3 4 5 6 7

--- HOUR --	SUN. 12/23/79 EVENTS	DEV	MON. 12/24/79 EVENTS	DEV	TUE. 12/25/79 EVENTS	DEV	WED. 12/26/79 EVENTS	DEV	THU. 12/27/79 EVENTS	DEV	FRI. 12/28/79 EVENTS	DEV	SAT. 12/29/79 EVENTS	DEV	SUN THRU SAT EVENTS	DEV
0000 - 0100	4.96	67%	3.26	83%	3.57	79%	3.28	82%	3.69	78%	3.98	75%	5.20	65%	27.94	28%
0100 - 0200	5.34	65%	2.42	96%	3.12	85%	2.79	89%	2.98	86%	3.22	83%	5.18	66%	25.05	30%
0200 - 0300	4.26	72%	1.83	100%	2.18	100%	2.26	99%	2.19	100%	2.50	94%	4.31	72%	19.53	34%
0300 - 0400	2.99	86%	1.34	100%	1.62	100%	1.45	100%	1.45	100%	1.56	100%	2.88	88%	13.29	41%
0400 - 0500	2.03	100%	1.03	100%	.99	100%	1.06	100%	1.12	100%	1.25	100%	1.72	100%	9.20	49%
0500 - 0600	1.35	100%	.94	100%	.99	100%	.74	100%	1.17	100%	1.03	100%	1.33	100%	7.55	54%
0600 - 0700	1.03	100%	1.12	100%	1.36	100%	1.27	100%	1.28	100%	1.19	100%	1.34	100%	8.59	51%
0700 - 0800	1.31	100%	1.82	100%	2.06	100%	2.14	100%	1.93	100%	2.00	100%	1.56	100%	12.82	42%
WATCH TOTAL	23.27	31%	13.76	40%	15.89	37%	14.99	39%	15.81	38%	16.73	37%	23.52	31%	123.97	13%
0800 - 0900	1.80	100%	2.54	94%	2.37	97%	2.76	90%	2.58	93%	2.44	96%	2.16	100%	16.65	37%
0900 - 1000	2.07	100%	2.63	92%	2.31	98%	2.56	93%	2.44	96%	2.50	94%	2.55	93%	17.06	36%
1000 - 1100	2.36	97%	2.74	90%	2.40	96%	2.56	93%	2.66	92%	2.64	92%	2.68	91%	18.04	35%
1100 - 1200	2.74	90%	2.72	91%	2.75	90%	2.63	92%	2.87	88%	2.93	87%	2.86	88%	19.50	34%
1200 - 1300	2.97	87%	2.92	87%	3.00	86%	3.05	86%	3.00	86%	3.14	84%	3.26	83%	21.34	32%
1300 - 1400	3.00	86%	3.02	86%	3.01	86%	3.09	85%	3.18	84%	3.20	83%	3.24	83%	21.74	32%
1400 - 1500	2.85	88%	3.17	84%	2.96	87%	2.90	88%	2.82	89%	3.32	82%	3.29	82%	21.31	32%
1500 - 1600	3.20	83%	3.69	78%	3.52	80%	3.54	79%	3.55	79%	3.66	78%	3.40	81%	24.56	30%
WATCH TOTAL	20.99	33%	23.43	31%	22.32	32%	23.09	31%	23.10	31%	23.83	31%	23.44	31%	160.20	12%
1600 - 1700	3.48	80%	4.45	71%	3.98	75%	3.99	75%	4.20	73%	4.39	71%	4.29	72%	28.78	28%
1700 - 1800	3.48	80%	4.51	70%	4.37	71%	4.55	70%	4.43	71%	4.17	73%	4.29	72%	29.80	27%
1800 - 1900	3.48	80%	4.39	71%	4.23	73%	4.46	71%	4.34	72%	4.61	70%	4.20	73%	29.71	27%
1900 - 2000	3.29	82%	4.16	73%	4.02	74%	3.83	76%	4.34	72%	4.74	69%	4.12	74%	28.50	28%
2000 - 2100	3.70	78%	4.24	73%	4.08	74%	4.27	72%	4.49	70%	4.67	69%	4.69	69%	30.14	27%
2100 - 2200	3.96	75%	4.75	69%	4.53	70%	4.59	70%	4.64	69%	5.00	67%	4.80	68%	32.27	26%
2200 - 2300	3.63	78%	4.32	72%	4.22	73%	4.48	71%	4.41	71%	5.49	64%	5.17	66%	31.72	27%
2300 - 2400	3.49	80%	4.19	73%	3.91	75%	3.96	75%	4.08	74%	5.50	64%	5.22	65%	30.35	27%
WATCH TOTAL	28.51	28%	35.01	25%	33.34	26%	34.13	26%	34.93	25%	38.57	24%	36.78	25%	241.27	10%
DAY TOTAL	72.77	18%	72.20	18%	71.55	18%	72.21	18%	73.84	17%	79.13	17%	83.74	16%	525.44	7%

TITLE: PROJECTED PATROL MAN HOURS, SECTOR 310
DATE PREPARED: 11/25/79, DATA DATE: 11/11/79, EVENT CLASSES: 1 2 3 4 5 6 7

--- HOUR --	SUN. 12/23/79 HRS:MINS	DEV	MON. 12/24/79 HRS:MINS	DEV	TUE. 12/25/79 HRS:MINS	DEV	WED. 12/26/79 HRS:MINS	DEV	THU. 12/27/79 HRS:MINS	DEV	FRI. 12/28/79 HRS:MINS	DEV	SAT. 12/29/79 HRS:MINS	DEV	SUN THRU SAT HRS:MINS	DEV
0000 - 0100	3:08	95%	1:57	100%	2:10	100%	2:01	100%	2:17	100%	2:33	100%	3:19	92%	17:25	40%
0100 - 0200	3:20	92%	1:25	100%	1:55	100%	1:46	100%	1:52	100%	2:01	100%	3:19	92%	15:38	42%
0200 - 0300	2:40	100%	1:06	100%	1:16	100%	1:21	100%	1:18	100%	1:30	100%	2:41	100%	11:52	49%
0300 - 0400	1:54	100%	:47	100%	:59	100%	:51	100%	:50	100%	:56	100%	1:49	100%	8:06	59%
0400 - 0500	1:16	100%	:36	100%	:34	100%	:38	100%	:42	100%	:46	100%	1:05	100%	5:37	71%
0500 - 0600	:51	100%	:33	100%	:37	100%	:27	100%	:43	100%	:39	100%	:51	100%	4:41	77%
0600 - 0700	:39	100%	:47	100%	:56	100%	:50	100%	:53	100%	:51	100%	:54	100%	5:50	69%
0700 - 0800	:53	100%	1:23	100%	1:33	100%	1:38	100%	1:32	100%	1:37	100%	1:05	100%	9:41	54%
WATCH TOTAL	14:41	44%	8:34	57%	10:00	53%	9:32	54%	10:07	53%	10:53	51%	15:03	43%	78:50	19%
0800 - 0900	1:14	100%	1:56	100%	1:49	100%	2:05	100%	1:58	100%	1:53	100%	1:30	100%	12:25	48%
0900 - 1000	1:25	100%	1:53	100%	1:39	100%	1:51	100%	1:48	100%	1:52	100%	1:50	100%	12:18	48%
1000 - 1100	1:42	100%	1:58	100%	1:43	100%	1:52	100%	1:55	100%	1:51	100%	1:56	100%	12:57	47%
1100 - 1200	1:51	100%	1:58	100%	1:59	100%	1:53	100%	2:03	100%	2:05	100%	2:04	100%	13:53	45%
1200 - 1300	2:07	100%	2:06	100%	2:06	100%	2:11	100%	2:11	100%	2:18	100%	2:20	100%	15:19	43%
1300 - 1400	2:04	100%	2:10	100%	2:07	100%	2:11	100%	2:15	100%	2:18	100%	2:17	100%	15:22	43%
1400 - 1500	2:01	100%	2:19	100%	2:07	100%	2:02	100%	2:02	100%	2:21	100%	2:18	100%	15:10	43%
1500 - 1600	2:12	100%	2:43	100%	2:34	100%	2:36	100%	2:33	100%	2:46	100%	2:21	100%	17:45	40%
WATCH TOTAL	14:36	44%	17:03	41%	16:04	42%	16:41	41%	16:45	41%	17:24	40%	16:36	41%	115:09	16%
1600 - 1700	2:19	100%	3:18	92%	2:55	98%	2:58	97%	3:05	95%	3:14	93%	2:56	98%	20:45	37%
1700 - 1800	2:21	100%	3:06	95%	3:05	95%	3:14	93%	3:06	95%	3:02	96%	2:56	98%	20:50	37%
1800 - 1900	2:17	100%	2:56	98%	2:50	100%	2:56	98%	2:53	99%	3:06	95%	2:50	100%	19:48	38%
1900 - 2000	2:07	100%	2:43	100%	2:37	100%	2:33	100%	2:48	100%	3:11	94%	2:44	100%	18:43	39%
2000 - 2100	2:21	100%	2:41	100%	2:39	100%	2:45	100%	2:55	98%	3:04	96%	3:02	96%	19:27	38%
2100 - 2200	2:27	100%	3:00	97%	2:54	98%	2:56	98%	3:02	96%	3:12	94%	3:01	96%	20:32	37%
2200 - 2300	2:17	100%	2:43	100%	2:38	100%	2:47	100%	2:44	100%	3:28	90%	3:14	93%	19:51	38%
2300 - 2400	2:08	100%	2:33	100%	2:21	100%	2:25	100%	2:30	100%	3:27	90%	3:16	93%	18:40	39%
WATCH TOTAL	18:17	39%	23:00	35%	21:59	36%	22:34	35%	23:03	35%	25:44	33%	23:59	34%	158:36	13%
DAY TOTAL	47:34	24%	48:37	24%	48:03	24%	48:47	24%	49:55	24%	54:01	23%	55:38	22%	352:35	9%

CI806L1

KANSAS CITY MISSOURI POLICE DEPARTMENT MANPOWER UTILIZATION FORECAST
TITLE: PROJECTED PATROL MAN EVENTS, SECTOR 320
DATE PREPARED: 11/25/79, DATA DATE: 11/11/79, EVENT CLASSES: 1 2 3 4 5 6 7

--- HOUR --	SUN. 12/23/79 EVENTS	DEV	MON. 12/24/79 EVENTS	DEV	TUE. 12/25/79 EVENTS	DEV	WED. 12/26/79 EVENTS	DEV	THU. 12/27/79 EVENTS	DEV	FRI. 12/28/79 EVENTS	DEV	SAT. 12/29/79 EVENTS	DEV	SUN THRU SAT EVENTS	DEV
0000 - 0100	3.83	77%	2.47	95%	2.74	91%	2.52	95%	2.83	89%	3.05	86%	4.02	75%	21.46	32%
0100 - 0200	4.12	74%	1.85	100%	2.39	97%	2.15	100%	2.28	99%	2.47	95%	4.03	75%	19.29	34%
0200 - 0300	3.30	83%	1.38	100%	1.67	100%	1.71	100%	1.66	100%	1.91	100%	3.35	82%	14.98	39%
0300 - 0400	2.31	99%	.99	100%	1.23	100%	1.10	100%	1.09	100%	1.18	100%	2.22	100%	10.12	47%
0400 - 0500	1.55	100%	.77	100%	.74	100%	.79	100%	.84	100%	.93	100%	1.32	100%	6.94	57%
0500 - 0600	1.02	100%	.69	100%	.73	100%	.55	100%	.87	100%	.76	100%	1.01	100%	5.63	63%
0600 - 0700	.77	100%	.83	100%	1.02	100%	.95	100%	.95	100%	.88	100%	1.01	100%	6.41	59%
0700 - 0800	.97	100%	1.35	100%	1.53	100%	1.60	100%	1.44	100%	1.49	100%	1.16	100%	9.54	49%
WATCH TOTAL	17.87	35%	10.33	47%	12.05	43%	11.37	44%	11.96	43%	12.67	42%	18.12	35%	94.37	15%
0800 - 0900	1.34	100%	1.89	100%	1.76	100%	2.03	100%	1.92	100%	1.82	100%	1.60	100%	12.36	43%
0900 - 1000	1.53	100%	1.94	100%	1.71	100%	1.91	100%	1.82	100%	1.86	100%	1.92	100%	12.69	42%
1000 - 1100	1.75	100%	2.03	100%	1.80	100%	1.92	100%	1.98	100%	1.97	100%	2.00	100%	13.45	41%
1100 - 1200	2.06	100%	2.03	100%	2.06	100%	1.98	100%	2.15	100%	2.19	100%	2.15	100%	14.62	39%
1200 - 1300	2.23	100%	2.20	100%	2.24	100%	2.29	99%	2.25	100%	2.37	97%	2.45	96%	16.03	37%
1300 - 1400	2.27	100%	2.28	99%	2.26	100%	2.32	99%	2.40	97%	2.41	97%	2.45	96%	16.39	37%
1400 - 1500	2.17	100%	2.41	97%	2.24	100%	2.19	100%	2.12	100%	2.52	95%	2.51	95%	16.16	37%
1500 - 1600	2.43	96%	2.82	89%	2.68	92%	2.70	91%	2.69	91%	2.79	90%	2.60	93%	18.71	35%
WATCH TOTAL	15.78	38%	17.60	36%	16.75	37%	17.34	36%	17.33	36%	17.93	35%	17.68	36%	120.41	14%
1600 - 1700	2.64	92%	3.37	82%	3.00	87%	3.03	86%	3.18	84%	3.33	82%	3.28	83%	21.83	32%
1700 - 1800	2.66	92%	3.45	81%	3.32	82%	3.45	81%	3.36	82%	3.17	84%	3.31	82%	22.72	31%
1800 - 1900	2.66	92%	3.37	82%	3.24	83%	3.40	81%	3.32	82%	3.53	80%	3.23	83%	22.75	31%
1900 - 2000	2.49	95%	3.18	84%	3.06	86%	2.93	88%	3.31	82%	3.65	79%	3.18	84%	21.80	32%
2000 - 2100	2.84	89%	3.25	83%	3.14	85%	3.27	83%	3.45	81%	3.59	79%	3.60	79%	23.14	31%
2100 - 2200	3.01	86%	3.66	78%	3.47	81%	3.52	80%	3.56	80%	3.86	76%	3.72	78%	24.80	30%
2200 - 2300	2.79	90%	3.32	82%	3.24	83%	3.44	81%	3.39	81%	4.24	73%	4.02	75%	24.44	30%
2300 - 2400	2.66	92%	3.21	84%	3.00	87%	3.02	86%	3.16	84%	4.27	73%	4.04	75%	23.36	31%
WATCH TOTAL	21.75	32%	26.81	29%	25.47	30%	26.06	29%	26.73	29%	29.64	28%	28.38	28%	184.84	11%
DAY TOTAL	55.40	20%	54.74	20%	54.27	20%	54.77	20%	56.02	20%	60.24	19%	64.18	19%	399.62	8%

TITLE: PROJECTED PATROL MAN HOURS, SECTOR 320
DATE PREPARED: 11/25/79, DATA DATE: 11/11/79, EVENT CLASSES: 1 2 3 4 5 6 7

----HOUR --	SUN. 12/23/79 HRS:MINS	DEV	MON. 12/24/79 HRS:MINS	DEV	TUE. 12/25/79 HRS:MINS	DEV	WED. 12/26/79 HRS:MINS	DEV	THU. 12/27/79 HRS:MINS	DEV	FRI. 12/28/79 HRS:MINS	DEV	SAT. 12/29/79 HRS:MINS	DEV	SUN THRU SAT HRS:MINS	DEV
0000 - 0100	2:26	100%	1:29	100%	1:41	100%	1:34	100%	1:46	100%	1:59	100%	2:34	100%	13:29	46%
0100 - 0200	2:36	100%	1:06	100%	1:29	100%	1:23	100%	1:27	100%	1:35	100%	2:37	100%	12:13	48%
0200 - 0300	2:06	100%	:50	100%	:59	100%	1:02	100%	:59	100%	1:10	100%	2:06	100%	9:12	56%
0300 - 0400	1:30	100%	:35	100%	:45	100%	:39	100%	:38	100%	:43	100%	1:25	100%	6:15	68%
0400 - 0500	:59	100%	:27	100%	:26	100%	:29	100%	:32	100%	:35	100%	:50	100%	4:18	81%
0500 - 0600	:40	100%	:25	100%	:28	100%	:21	100%	:33	100%	:29	100%	:39	100%	3:35	89%
0600 - 0700	:30	100%	:36	100%	:42	100%	:38	100%	:40	100%	:39	100%	:41	100%	4:26	80%
0700 - 0800	:41	100%	1:03	100%	1:11	100%	1:15	100%	1:10	100%	1:14	100%	:50	100%	7:24	62%
WATCH TOTAL	11:28	50%	6:31	66%	7:41	61%	7:21	62%	7:45	61%	8:24	58%	11:42	49%	60:52	22%
0800 - 0900	:56	100%	1:28	100%	1:23	100%	1:34	100%	1:30	100%	1:26	100%	1:08	100%	9:25	55%
0900 - 1000	1:04	100%	1:25	100%	1:14	100%	1:24	100%	1:23	100%	1:25	100%	1:24	100%	9:19	55%
1000 - 1100	1:17	100%	1:29	100%	1:19	100%	1:26	100%	1:27	100%	1:23	100%	1:28	100%	9:49	54%
1100 - 1200	1:25	100%	1:29	100%	1:30	100%	1:26	100%	1:33	100%	1:34	100%	1:35	100%	10:32	52%
1200 - 1300	1:37	100%	1:36	100%	1:36	100%	1:40	100%	1:41	100%	1:46	100%	1:46	100%	11:42	49%
1300 - 1400	1:35	100%	1:40	100%	1:36	100%	1:40	100%	1:43	100%	1:45	100%	1:45	100%	11:44	49%
1400 - 1500	1:34	100%	1:47	100%	1:37	100%	1:34	100%	1:33	100%	1:49	100%	1:46	100%	11:40	49%
1500 - 1600	1:42	100%	2:06	100%	1:58	100%	2:00	100%	1:57	100%	2:09	100%	1:49	100%	13:41	46%
WATCH TOTAL	11:10	51%	13:00	47%	12:13	48%	12:44	47%	12:47	47%	13:17	46%	12:41	47%	87:52	18%
1600 - 1700	1:47	100%	2:32	100%	2:14	100%	2:17	100%	2:22	100%	2:29	100%	2:16	100%	15:57	42%
1700 - 1800	1:49	100%	2:24	100%	2:22	100%	2:29	100%	2:23	100%	2:21	100%	2:18	100%	16:06	42%
1800 - 1900	1:46	100%	2:17	100%	2:12	100%	2:16	100%	2:14	100%	2:24	100%	2:12	100%	15:21	43%
1900 - 2000	1:37	100%	2:05	100%	2:01	100%	1:59	100%	2:09	100%	2:29	100%	2:07	100%	14:27	44%
2000 - 2100	1:50	100%	2:05	100%	2:03	100%	2:08	100%	2:16	100%	2:23	100%	2:22	100%	15:07	43%
2100 - 2200	1:53	100%	2:20	100%	2:15	100%	2:17	100%	2:21	100%	2:30	100%	2:22	100%	15:58	42%
2200 - 2300	1:47	100%	2:07	100%	2:03	100%	2:09	100%	2:07	100%	2:42	100%	2:32	100%	15:27	43%
2300 - 2400	1:39	100%	1:58	100%	1:48	100%	1:51	100%	1:57	100%	2:42	100%	2:33	100%	14:28	44%
WATCH TOTAL	14:08	45%	17:48	40%	16:58	41%	17:26	40%	17:49	40%	20:00	38%	18:42	39%	122:51	15%
DAY TOTAL	36:46	28%	37:19	28%	36:52	28%	37:31	28%	38:21	27%	41:41	26%	43:05	26%	271:35	10%

CI806L1

KANSAS CITY MISSOURI POLICE DEPARTMENT MANPOWER UTILIZATION FORECAST
TITLE: PROJECTED PATROL MAN EVENTS, SECTOR 330
DATE PREPARED: 11/25/79, DATA DATE: 11/11/79, EVENT CLASSES: 1 2 3 4 5 6 7

--- HOUR --	SUN. 12/23/79 EVENTS	DEV	MON. 12/24/79 EVENTS	DEV	TUE. 12/25/79 EVENTS	DEV	WED. 12/26/79 EVENTS	DEV	THU. 12/27/79 EVENTS	DEV	FRI. 12/28/79 EVENTS	DEV	SAT. 12/29/79 EVENTS	DEV	SUN THRU SAT EVENTS	DEV
0000 - 0100	4.14	73%	2.67	91%	2.96	87%	2.72	91%	3.06	85%	3.31	82%	4.35	72%	23.21	31%
0100 - 0200	4.45	71%	1.99	100%	2.58	93%	2.33	98%	2.47	95%	2.67	91%	4.35	72%	20.84	33%
0200 - 0300	3.56	79%	1.50	100%	1.80	100%	1.85	100%	1.79	100%	2.06	100%	3.60	79%	16.16	37%
0300 - 0400	2.50	94%	1.08	100%	1.33	100%	1.19	100%	1.18	100%	1.27	100%	2.40	96%	10.95	45%
0400 - 0500	1.68	100%	.83	100%	.80	100%	.86	100%	.92	100%	1.01	100%	1.43	100%	7.53	54%
0500 - 0600	1.11	100%	.75	100%	.80	100%	.60	100%	.95	100%	.83	100%	1.10	100%	6.14	60%
0600 - 0700	.84	100%	.93	100%	1.13	100%	1.04	100%	1.06	100%	.99	100%	1.11	100%	7.10	56%
0700 - 0800	1.08	100%	1.52	100%	1.72	100%	1.79	100%	1.62	100%	1.69	100%	1.29	100%	10.71	46%
WATCH TOTAL	19.36	34%	11.27	45%	13.12	41%	12.38	42%	13.05	41%	13.83	40%	19.63	34%	102.64	15%
0800 - 0900	1.49	100%	2.14	100%	1.98	100%	2.29	99%	2.16	100%	2.05	100%	1.79	100%	13.90	40%
0900 - 1000	1.70	100%	2.17	100%	1.91	100%	2.13	100%	2.04	100%	2.09	100%	2.13	100%	14.17	40%
1000 - 1100	1.96	100%	2.27	99%	2.01	100%	2.14	100%	2.20	100%	2.18	100%	2.22	100%	14.98	39%
1100 - 1200	2.27	99%	2.26	99%	2.28	99%	2.20	100%	2.39	97%	2.43	96%	2.39	97%	16.22	37%
1200 - 1300	2.47	95%	2.44	96%	2.49	95%	2.54	94%	2.50	94%	2.62	92%	2.71	91%	17.77	35%
1300 - 1400	2.50	94%	2.52	94%	2.50	94%	2.57	93%	2.65	92%	2.67	91%	2.70	91%	18.11	35%
1400 - 1500	2.39	97%	2.66	92%	2.47	95%	2.42	96%	2.35	97%	2.77	90%	2.76	90%	17.82	35%
1500 - 1600	2.66	92%	3.11	85%	2.95	87%	2.98	87%	2.97	87%	3.09	85%	2.85	88%	20.61	33%
WATCH TOTAL	17.44	36%	19.57	34%	18.59	35%	19.27	34%	19.26	34%	19.90	33%	19.55	34%	133.58	13%
1600 - 1700	2.89	88%	3.74	77%	3.34	82%	3.35	82%	3.53	80%	3.68	78%	3.59	79%	24.12	30%
1700 - 1800	2.90	88%	3.78	77%	3.66	78%	3.81	77%	3.70	78%	3.51	80%	3.61	79%	24.97	30%
1800 - 1900	2.89	88%	3.67	78%	3.53	80%	3.71	78%	3.63	78%	3.86	76%	3.51	80%	24.80	30%
1900 - 2000	2.72	91%	3.46	80%	3.34	82%	3.19	84%	3.61	79%	3.97	75%	3.45	80%	23.74	31%
2000 - 2100	3.08	85%	3.52	80%	3.41	81%	3.56	79%	3.74	77%	3.90	76%	3.90	76%	25.11	30%
2100 - 2200	3.27	83%	3.95	75%	3.76	77%	3.81	77%	3.87	76%	4.17	73%	4.01	75%	26.84	29%
2200 - 2300	3.02	86%	3.59	79%	3.50	80%	3.72	77%	3.65	78%	4.57	70%	4.33	72%	26.38	29%
2300 - 2400	2.88	88%	3.47	80%	3.23	83%	3.26	83%	3.40	81%	4.60	70%	4.35	72%	25.19	30%
WATCH TOTAL	23.65	31%	29.18	28%	27.77	28%	28.41	28%	29.13	28%	32.26	26%	30.75	27%	201.15	11%
DAY TOTAL	60.45	19%	60.02	19%	59.48	19%	60.06	19%	61.44	19%	65.99	18%	69.93	18%	437.37	7%

TITLE: PROJECTED PATROL MAN HOURS, SECTOR 330
DATE PREPARED: 11/25/79, DATA DATE: 11/11/79, EVENT CLASSES: 1 2 3 4 5 6 7

--- HOUR ---	SUN. 12/23/79 HRS:MINS	DEV	MON. 12/24/79 HRS:MINS	DEV	TUE. 12/25/79 HRS:MINS	DEV	WED. 12/26/79 HRS:MINS	DEV	THU. 12/27/79 HRS:MINS	DEV	FRI. 12/28/79 HRS:MINS	DEV	SAT. 12/29/79 HRS:MINS	DEV	SUN THRU SAT HRS:MINS	DEV
0000 - 0100	2:57	98%	1:49	100%	2:03	100%	1:54	100%	2:09	100%	2:25	100%	3:07	95%	16:24	42%
0100 - 0200	3:09	95%	1:20	100%	1:49	100%	1:40	100%	1:45	100%	1:55	100%	3:09	95%	14:47	44%
0200 - 0300	2:32	100%	1:02	100%	1:12	100%	1:16	100%	1:12	100%	1:25	100%	2:32	100%	11:11	50%
0300 - 0400	1:49	100%	:44	100%	:56	100%	:48	100%	:46	100%	:53	100%	1:43	100%	7:39	61%
0400 - 0500	1:12	100%	:34	100%	:32	100%	:36	100%	:39	100%	:43	100%	1:01	100%	5:17	73%
0500 - 0600	:49	100%	:31	100%	:35	100%	:25	100%	:40	100%	:36	100%	:48	100%	4:24	80%
0600 - 0700	:37	100%	:44	100%	:53	100%	:47	100%	:50	100%	:48	100%	:50	100%	5:29	72%
0700 - 0800	:50	100%	1:19	100%	1:28	100%	1:32	100%	1:26	100%	1:31	100%	1:02	100%	9:08	56%
WATCH TOTAL	13:55	45%	8:03	59%	9:28	55%	8:58	56%	9:27	55%	10:16	53%	14:12	45%	74:19	20%
0800 - 0900	1:10	100%	1:50	100%	1:43	100%	1:56	100%	1:51	100%	1:47	100%	1:25	100%	11:42	49%
0900 - 1000	1:20	100%	1:46	100%	1:33	100%	1:45	100%	1:43	100%	1:45	100%	1:44	100%	11:36	49%
1000 - 1100	1:36	100%	1:51	100%	1:38	100%	1:46	100%	1:48	100%	1:43	100%	1:48	100%	12:10	48%
1100 - 1200	1:44	100%	1:50	100%	1:51	100%	1:47	100%	1:56	100%	1:57	100%	1:56	100%	13:01	47%
1200 - 1300	2:00	100%	1:59	100%	1:58	100%	2:03	100%	2:04	100%	2:10	100%	2:10	100%	14:24	44%
1300 - 1400	1:57	100%	2:03	100%	1:59	100%	2:04	100%	2:08	100%	2:10	100%	2:08	100%	14:29	44%
1400 - 1500	1:54	100%	2:11	100%	1:59	100%	1:55	100%	1:55	100%	2:13	100%	2:10	100%	14:17	45%
1500 - 1600	2:04	100%	2:34	100%	2:24	100%	2:27	100%	2:23	100%	2:37	100%	2:13	100%	16:42	41%
WATCH TOTAL	13:45	45%	16:04	42%	15:05	43%	15:43	42%	15:48	42%	16:22	42%	15:34	43%	108:21	16%
1600 - 1700	2:11	100%	3:06	96%	2:44	100%	2:47	100%	2:54	99%	3:02	97%	2:46	100%	19:30	38%
1700 - 1800	2:13	100%	2:55	99%	2:53	99%	3:03	96%	2:55	99%	2:51	100%	2:47	100%	19:37	38%
1800 - 1900	2:09	100%	2:47	100%	2:41	100%	2:45	100%	2:44	100%	2:55	99%	2:41	100%	18:42	39%
1900 - 2000	1:59	100%	2:33	100%	2:28	100%	2:25	100%	2:38	100%	3:01	97%	2:34	100%	17:38	40%
2000 - 2100	2:14	100%	2:32	100%	2:30	100%	2:36	100%	2:46	100%	2:54	99%	2:51	100%	18:23	39%
2100 - 2200	2:18	100%	2:50	100%	2:44	100%	2:46	100%	2:52	99%	3:02	97%	2:51	100%	19:23	38%
2200 - 2300	2:10	100%	2:34	100%	2:29	100%	2:36	100%	2:35	100%	3:16	93%	3:03	96%	18:43	39%
2300 - 2400	2:01	100%	2:24	100%	2:12	100%	2:16	100%	2:22	100%	3:15	93%	3:05	96%	17:35	40%
WATCH TOTAL	17:15	41%	21:41	36%	20:41	37%	21:14	37%	21:46	36%	24:16	34%	22:38	35%	149:31	14%
DAY TOTAL	44:55	25%	45:48	25%	45:14	25%	45:55	25%	47:01	25%	50:54	24%	52:24	23%	332:11	9%

APPENDIX B

Call Prioritization Procedures

B-1

KANSAS CITY, MO. POLICE DEPARTMENT

PROCEDURAL INSTRUCTION

DATE OF ISSUE	EFFECTIVE DATE	NO.
11-6-78	11-7-78	78-5

SUBJECT

Call Prioritization

AMENDS

REFERENCE

General Order "Walk-In Reports"
General Order "Case Report Numbers - Control and Accountability

RESCINDS

I. PURPOSE

To set forth a procedure whereby the department can more effectively take advantage of its resources. The call prioritization system has been designed to help insure that sufficient patrol units are available to handle calls for service while freeing usable amounts of time for structured alternative patrol activities.

II. POLICY

A. General

The department shall provide police services which are appropriate to conditions. It is the policy of the department to provide the following:

1. Timely police response to urgent calls requiring immediate police presence at the scene.

2. Reasonable police response to non-urgent calls requiring police presence at the scene.

3. Alternative handling of calls not requiring police presence at the scene.

B. Dispatched Personnel

Personnel dispatched on a call for service shall be obligated to handle the call and take appropriate reports. Dispatched personnel shall not refer the citizen to an alternative handling procedure, i.e., make the report at a patrol station, unless informed to do so by the dispatcher.

C. Communications Unit Personnel

Dispatchers shall have the authority and responsibility to determine the processing methods for the various calls for service consistent with the guidelines of this directive.

III. DEFINITIONS

A. Urgent Call

A call in which any of the following conditions are reported to exist:

1. Danger to human life or property.

2. Perpetrator at the scene or believed to be in the vicinity.

3. Evidence in danger of being destroyed or becoming non-retrievable.

4. Incident of such magnitude that it should receive immediate attention. Example: Robbery or homicide.

5. Circumstances other than those listed above which would cause the dispatcher to believe an immediate response necessary. Example: Victim fear which may be dangerous to himself or others or a vehicular accident called in by a non-involved third party.

B. Non-Urgent Call/Police Response

A call in which conditions are not of the urgent nature, i.e., a delayed response will not detract from the quality of police service delivery; a call not meeting any of the conditions of an urgent call.

C. Non-Urgent Call/Alternative Handling

A call in which the absence of police at the scene of the incident will not detract from the quality of investigation or service to the citizen; a call involving only the reporting of an incident for which the caller does not insist a police unit be sent. The specific conditions under which a call will be classified non-urgent call/alternative handling are as follows:

1. Selected calls in which a set of special criteria is satisfied.

   a. Calls

      (1) Larceny

      (2) Destruction of Property

      (3) Loss

      (4) Attempt to Locate Auto

(5) Indecent Act (suspect has left the scene and there is no injury to the victim)

(6) Fraud or Attempted Fraud

(7) Supplement to an original report

(8) Non-Aggravated Assault

b. Criteria

(1) Suspects have left the scene and their whereabouts are unknown.

(2) No physical evidence is present.

(3) No need for an investigation at the scene.

(4) No circumstances cause the dispatcher to believe police presence is necessary.

2. Vehicular accident in which all involved vehicles are driveable and there are no injuries.

3. Hit and run vehicular accident of a parked car which is driveable, where more than ten minutes have passed since occurrence, or the exact time of occurrence is unknown and no physical evidence is present except damage to the vehicle.

4. Any call requesting non-police service.

IV. PROCEDURE

A. Call Processing

Three alternatives are available to Communications Unit dispatchers for processing calls for service:

1. Immediate Response

The first available police unit will be dispatched. An urgent call will receive immediate response.

2. Delayed Response

A non-urgent call in which police presence is necessary may be delayed by the dispatcher for as long as forty minutes if insufficient police units are in service to handle urgent calls. As additional units become avail-

able, the delayed calls will be dispatched. Any delayed call must be dispatched within forty minutes. When a call is to be delayed the dispatcher will inform the caller there may be a delay of up to forty minutes.

3. Call Diversion

A non-urgent call/alternative handling may be processed in one of three ways - telephone reporting, response to a district station or referral to another agency. Dispatchers should suggest one of these service procedures as a convenience to the caller to eliminate a possible forty-minute delay in the arrival of the police unit. If the caller agrees to this method of handling, one of the following procedures will be used:

a. Telephone Reporting

The dispatcher will transfer the caller to the Central Report Desk if the requirements of III., C., 1., are satisfied. The report will be taken over the telephone by desk personnel.

b. Response to a District Station

(1) There are special circumstances under which a citizen can respond to a district station to make a report. Dispatchers should suggest this service procedure as a convenience to eliminate a possible forty-minute delay in the arrival of a police unit. Calls which can be handled in this manner include vehicular accidents described in section III., C., 2., and III., C., 3.

(2) The citizen normally retains the prerogative to have a police unit respond. However, when an increase in the volume of accidents threatens the capacity of the police department to respond to urgent calls, field commanders may direct the Communications Unit to refer all non-injury accidents in which the cars are driveable to a district station.

c. Referral to Another Agency

Dispatchers should refer callers requesting non-police service to the appropriate agency.

B. Recall

Call prioritization has been established for the purpose of allowing structured alternative patrol strategies while maintaining the capability for timely response to calls for service. It is expected that occasionally an unforeseen call-for-service demand may seriously reduce police response capability. It is therefore important that there be continuous supervisory monitoring by field and Communications Unit personnel. Under extreme circumstances, personnel should be recalled from strategic assignments to handle calls for service.

1. Field commanders shall retain the responsibility and authority to determine the priority in which personnel involved in alternative activities will be subject to being recalled and assigned to handle calls for service. They shall forward, daily, to the Communications Unit, the names, locations, activities involved in and ranking of priorities concerning those officers working alternative assignments.

2. The Communications Unit shall retain the responsibility and authority to recall personnel from alternative activities whenever the call-for-service workload demands it. Personnel to be recalled shall be selected based on the priority placed on their assignments by field commanders.

Norman A. Caron
Chief of Police

DISTRIBUTION: All Personnel
All Department Elements
To be posted on all bulletin boards for one week.

I have read the above instruction and understand it. _____

Date: _____

OFFENSE IDENTIFICATION CODES
CALL PRIORITIZATION:

Immediate Criteria

1. Is it in progress?
2. Are the suspects present in the area?
3. Is there danger to human life?
4. Is evidence in danger of being destroyed?

1 HOMICIDE - R	TYPE OF RESPONSE
1 -1 Homicide	Immediate
1 -2 Suicide or Attempt	Delayed Unless Immediate Criteria Met
1 -3 Dead Body	Immediate
2 SEX OFFENSES - R	
2 -1 Rape or Attempt	Immediate
2 -2 Molestation	Walk-Phone In or Delay Unless Immediate Criteria Met
2 -3 Indecent Act	Walk-Phone In or Delay Unless Immediate Criteria Met
2 -4 Other [Specify]	Walk-Phone In or Delay Unless Immediate Criteria Met
3 ROBBERY - R	
3 -1 Robbery or Attempt	Immediate
3 -2 Strongarm or Attempt	Delay Unless Immediate Criteria Met
4 ASSAULTS - R	
4 -1 Shooting	Immediate
4 -2 Cutting	Immediate
4 -3 Other Assault	Walk-Phone In or Delay Unless Immediate Criteria Met
5 BURGLARY - R	
5 -1 Residence	Walk-Phone In or Delay Unless Immediate Criteria Met
5 -2 Non-Residence	Walk-Phone In or Delay Unless Immediate Criteria Met
6 LARCENY - R	
6 -1 Larceny or Attempt	Walk-Phone In or Delay Unless Immediate Criteria Met
6 -2 Holding Person For	Immediate
6 -3 Purse Snatch or Attempt	Walk-Phone In Unless Immediate Criteria Met
7 AUTO THEFT - R	
7 -1 Stolen or Attempt	Walk-Phone In Unless Immediate Criteria Met
7 -2 Attempt to Locate	Walk-Phone In Unless Immediate Criteria Met
7 -3 Recovered Stolen	Delay Unless Immediate Criteria Met
8 MISCELLANEOUS REPORT - R	
8 -1 Animal Bite	Delay Unless Immediate Criteria Met
8 -2 Loss	Walk-Phone In
8 -3 Recovered Property	Delay Unless Immediate Criteria Met
8 -4 Destruction of Property	Walk-Phone In or Delay Unless Immediate Criteria Met
8 -5 Open Door or Window	Immediate
8 -6 Fraud [Specify]	Walk-Phone In Unless Immediate Criteria Met
8 -7 Casualty	
8 -8 Other [Specify]	

9 INTOXICATED PERSON	TYPE OF RESPONSE
9 -1 Person Down	Delay Unless Immediate Criteria Met
9 -2 Person Down - Injured	Immediate
9 -3 Intoxicated Person	Delay Unless Immediate Criteria Met
10 DISTURBANCE	
10-1 Disturbance	Immediate
10-2 Investigate Trouble	Immediate
10-3 Mental	Immediate
10-4 Noise [Specify]	Delay or Refer to the City Prosecutor's Office - Inform the Caller That He May Get a Warrant at the City Prosecutor's Office
10-5 Tavern	Immediate
10-6 Non-payer	Immediate
10-7 Disperse Group	Immediate
11 ASSIST THE OFFICER - R	Immediate
12 TRAFFIC	
12-1 Handle Traffic	Delay Unless Immediate Criteria Met
12-2 Check Lights & Barricade	Immediate or Notify Public Works
12-3 Obstruction In Street	Immediate or Notify Public Works
12-4 Illegally Parked Car	Delay Unless Immediate Criteria Met
13 TRAFFIC ACCIDENT - R	
13-1 Accident, Property Damage	Walk-Phone In or Delay Unless Immediate Criteria Met
13-2 Investigation - Injuries	Immediate
13-3 Ambulance On the Way	Immediate
13-4 Fatality	Immediate
14 ALARM	
14-1 Holdup	Immediate
14-2 Burglar	Immediate
14-3 Other [Specify]	Immediate
15 ADMINISTRATIVE DETAIL	
15-1 Call [Specify]	
15-2 Phone Call [Specify]	
15-3 Go To Station or Bureau	
15-4 Meet the Officer	
15-5 Garage	
15-6 Radio Repair	
15-7 R - Call	
15-8 E - Call	
15-9 Other [Specify]	
15-10 Transfer	
15-11 Court [Specify]	
16 SUSPICION	
16-1 Person	Immediate
16-2 Prowler	Immediate
16-3 Car Prowler	Immediate
16-4 Occupant - Parked Car	Immediate

17 AMBULANCE	TYPE OF RESPONSE
17-1 Investigate Need For	Immediate
17-2 Ambulance Enroute	Immediate

18 FIRE OR DISASTER	
18-1 Fire	Immediate
18-2 Explosion	Immediate
18-3 Other [Specify]	Immediate

19 JUVENILES	
19-1 Loss	Immediate
19-2 Disperse Group	Delay Unless Immediate Criteria Met
19-3 Information On	Delay Unless Immediate Criteria Met
19-4 Holding One	Immediate
19-5 Apprehension - R	Immediate

20 SELF-INITIATED DUTIES	
20-1 Traffic Violation	Immediate
20-2 Assignments	N/A
20-3 Building Check	Delay Unless Immediate Criteria Met
20-4 Car Check	N/A
20-5 Foot Patrol	N/A
20-6 Warrant - Subpoena	Delay Unless Immediate Criteria Met
20-7 Car Chase	N/A
20-8 Listing	Delay
20-9 Pedestrian Check	N/A
20-10 Other [Specify]	N/A
20-11 Residence Check	Delay Unless Immediate Criteria Met

21 MISCELLANEOUS INCIDENTS	
21-1 Check Abandoned Car	Delay
21-2 Escort	Immediate
21-3	
21-4	
21-5 Wires Down	Immediate
21-6 Bomb, Explosive Device - R	Immediate
21-7 Gambling Game	Delay Unless Immediate Criteria Met
21-8 Target Shooters	Immediate
21-9 Animal [Specify]	Delay Unless Immediate Criteria Met
21-10 Lost Senile	Immediate
21-11 Other [Specify]	Delay Unless Immediate Criteria Met
21-12 Assist Motorist	Delay

22 COMPLAINT NUMBER REQUEST - R
22-1 Missing Person
22-2 Outside Correspondence
22-3 R & I Requests
22-4 Drunkometer
22-5 Other [Specify]

CONTINUED

1 OF 2

APPENDIX C

Directed Patrol

Daily Assignment Sheet

INSTRUCTIONS FOR DIRECTED PATROL DAILY ASSIGNMENT SHEETS

At the top of the sheet, fill in the date (1) on which the assignments will be carried out and the sector (2) and watch (3).

Next, there are six blocks to list the men on duty plus the wagon. Give radio number (4) then name of officer (5) (if a two-man car, list both officers). Under calls-for-service, put the starting and ending times that that car will be answering calls (6). In the next column, (7) give the times (if any) that the officer will spend in either Directed Patrol or non-routine patrol.

The next two lines are to help calculate how many cars will be needed in calls-for-service. Break the shift into two time periods such as the first four hours and the second four hours. Enter the number of hours in the first time block in the first blank (8). From the Computerized Manpower Forecast, add up the number of manhours that will be needed to answer calls-for-service and put that in the next blank (9). Then, if more of a cushion is needed, fill in the deviation factor being used (10) (from 0 to 50%). Add this proportion of the forecasted hours to the forecasted number of hours to determine how many hours will be allowed for answering calls-for-service (11). Finally, convert the number of hours to number of cars needed to answer calls (12).

Under Assignments, give the radio number of the car(s) (13) carrying out the activity and a brief explanation (14) of exactly what is to be done and the times and areas affected.

After the assignment is completed, go back and check the appropriate box to indicate if the hours were used as planned (15) or changed (16). If the hours were changed, indicate in the blank (17) what hours were used or if the assignment was cancelled, so indicate in the column next to the planned hours column (18). The sergeants should sign at the bottom (19).

NOTE: If two offficers are listed for the same radio number, it will be assumed that it is a two-man car and twice the hours listed for that car will be counted.

If more than one type of activity is going to be done during uncommitted time, list each activity, the hours in which it will be done and the area.

C-3

DIRECTED PATROL DAILY ASSIGNMENT SHEET

DATE (1) SECTOR (2) WATCH (3)

RADIO #	NAME	TIME				HOURS CANCELLED
		CALLS FOR SERVICE		PLANNED UNCOMMITTED HOURS		
(4)	(5)	(6)		(7)		(18)

FORCAST HRS. FOR (8) HR. INCREMENT (9) + (10) % D.F. = (11) HRS. OR (12) CARS ANSWERING CALLS.

FORCAST HRS. FOR ____ HR. INCREMENT ____ + ____ % D.F. = ____ HRS. OR ____ CARS ANSWERING CALLS.

ASSIGNMENTS

RADIO # (13) AREA, NATURE AND TIMES OF ASSIGNMENTS: (14)

(15) HOURS USED AS PLANNED (16) HOURS CHANGED TO: (17)

RADIO # ____ AREA, NATURE AND TIMES OF ASSIGNMENTS: ____

☐ HOURS USED AS PLANNED ☐ HOURS CHANGED TO: ____

RADIO # ____ AREA, NATURE AND TIMES OF ASSIGNMENTS: ____

☐ HOURS USED AS PLANNED ☐ HOURS CHANGED TO: ____

(19)

SECTOR SERGEANT

IF MORE THAN ONE ACTIVITY IS TO BE PERFORMED BY EACH OFFICER, INDICATE WITHIN SPACE PROVIDED THE TIMES AND DESCRIPTION OF EACH ACTIVITY.

Form 5262 P.D. (2-77)

APPENDIX D

MEMORANDUM

Monthly Directed Patrol Time Summary

December, 1979

M E M O R A N D U M

January 18, 1980

TO: Captain Charles Schilling, Commander, Research Unit

FROM: Richard Conway, Research Unit

SUBJECT: December, 1979 Directed Patrol Assignments

The following is submitted to summarize time spent on Directed Patrol by sector, watch and activity. During the month of December, 1979, there were a total of 121 Directed Patrol assignments consisting of 719.3 hours. The distribution of time spent on Directed Patrol by sector and watch is presented in Table 1.

TABLE 1

Directed Patrol Time Summary

December, 1979

	HOURS ASSIGNED				HOURS USED			
SECTOR	(A) Watch I	(B) Watch II	(C) Watch III	Total	(A) Watch I	(B) Watch II	(C) Watch III	Total
310	108.0	304.0	148.0	560.0	9.3	244.5	46.9	300.7
320	126.0	*--	*--	126.0	8.9	286.7	12.0	307.6
330	72.0	99.0	6.5	177.5	11.6	93.4	6.0	111.0
TOTAL	306.0	403.0	154.5	863.5	29.8	624.6	64.9	719.3

* Directed Patrol Assignment Sheets were not submitted.

Analysis of the type of activity is summarized in Table 2.

TABLE 2

Directed Patrol Activity Summary

December, 1979

CODE	NUMBER OF ASSIGNMENTS	NUMBER OF HOURS
23-10	5	39.4
23-20	11	45.4
23-30	89	539.3
23-40	12	70.2
23-50	4	25.0
23-60	--	--
TOTAL	121	719.3

Directed Patrol dispatch codes are interpreted as follows:

23-10 Community Education, Crime Prevention and Organization

23-20 Tactical Deployment

23-30 Saturation Patrol

23-40 Investigative Follow-Up

23-50 Directed Patrol Administration, Planning and Training

23-60 Other

Tables summarizing year to date Directed Patrol time and activity are attached.

During the month of December, 1979, officers at East Patrol Division responded to a total of 6,331 calls-for-service (excludes administrative and self-initiated calls) which consumed 5,008.3 hours. Administrative calls consumed an additional 1,514.3 hours and self-initiated calls required 1,557.8 hours. Based on a total of 11,160 available hours (15 beats x 3 watches x 8 hours x 31 days) this would indicate that 44.9% of all patrol time was committed in response to service calls. In addition, 13.6% was spent on administrative calls, 14.0% on self-initiated calls, and 6.4% on Directed Patrol assignments. Call-for-service, administrative, self-initiated and Directed Patrol accounted for 78.9% of the available hours.

Respectfully submitted,

Richard D. Conway Jr.

Richard D. Conway, Jr.
Senior Researcher

RC:cc

cc: Major Sawtell
Captain Trimble

January - December, 1979

DIRECTED PATROL TIME SUMMARY

Year to Date

	HOURS ASSIGNED				HOURS USED			
SECTOR	Watch I	Watch II	Watch III	Total	Watch I	Watch II	Watch III	Total
310	2,407.0	3,265.0	1,726.5	7,398.5	1,159.2	2,334.2	898.2	4,391.6
320	2,648.5	2,946.0	1,927.2	7,521.7	1,366.5	2,319.9	833.7	4,520.1
330	2,208.8	2,770.7	1,607.7	6,650.2	1,381.8	1,906.2	879.7	4,167.7
TOTAL	7,264.3	8,981.7	5,324.4	21,570.4	3,907.5	6,560.3	2,611.6	13,079.4

DIRECTED PATROL ACTIVITY SUMMARY

Year to Date

CODE	NUMBER OF ASSIGNMENTS	NUMBER OF HOURS
23-10	123	447.2
23-20	201	1,054.9
23-30	1,466	7,784.4
23-40	485	3,065.1
23-50	193	447.7
23-60	69	296.5
TOTAL	2,537	13,095.8

END