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PROCEEDINGS

of

SEMINAR IN POLICE OPERATIONS

THE PREVENTION AND INVESTIGATION

of the

Crimes of Robbery, Burglary, and Auto Theft

Co-Sponsored by:

The President's Commission on Crime
in the District of Columbia

The Metropolitan Police Department
Washington, D. C.

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PREFACE

In January of 1966 the President's Commission on Crime in the District of Columbia and the Metropolitan Police Department, Washington, D. C., contracted with the Field Operations Division, International Association of Chiefs of Police to conduct a Pilot Workshop in Police Operations vs. the Crimes of Robbery, Burglary, and Auto Theft. The project was financed from a grant made available under the President's Law Enforcement Assistance Act.

Generally the program was intended to identify and describe useful public support, investigative and general police operational programs intended to reduce the incidence of robbery, burglary and auto theft.

These crimes were singled out because they have several significant common features:

1. They are all committed for material gain.
2. The victim frequently facilitates their commission by his own contributory negligence.
3. Several municipal police agencies have successfully demonstrated that their frequency can be reduced by well conceived and directed police operations.
4. It has also been demonstrated that their frequency can be reduced by positive community action programs in the form of:
 - (a) Public Education
 - (b) Organized Community Cooperation
 - (c) Sanctions against contributory negligence; such as ordinances forbidding leaving auto ignitions unlocked in unattended cars, minimum physical security requirements for commercial buildings, etc.
5. There exist investigative techniques which increase the number of successful solutions. It has been demonstrated, empirically at least, that high clearance rates have a deterrent effect on the commission of crimes against property. That is, where offenders are habitually quickly identified and apprehended, others who would commit similar offenses are discouraged.

The program sought to achieve these three objectives:

- o To apply the experience and know-how of police practitioners from a variety of municipal police agencies and fields of functional interest to the question of reducing the frequency of acts of robbery, burglary, and thefts involving automobiles.
- o To provide a forum for the exchange of knowledge among police managers who represent various fields of specialization in the performance of current assignments.
- o To disseminate widely the knowledge of these practitioners in usable comprehensive working-paper form, thus making operational plans readily available to police agencies on a national basis.

Rarely is the opportunity provided for a free thinking personal interchange among police practitioners at the level focused upon in this program. When one police agency wishes to avail itself of the experience of others at this level it must usually do so by written correspondence or personal visitation. The first alternative limits free exchange. The second is costly and inconvenient to both parties involved. It also precludes gaining the breadth of experience permitted by contact with a large number of sources.

METHOD OF PROCEDURE

Representatives of 15 major United States city police departments, two state agencies and the National Auto Theft Bureau attended a four and one-half day working session at Airlie House, about 40 miles from Washington, D. C.¹ The cities invited to participate were selected because they had crime problems similar to the District of Columbia or they had developed significant programs leading to the curtailment of the crimes of robbery, burglary and auto theft.

The workshop was structured by organizing participants into working committees with assigned specific areas of interest. The committees produced reports containing suggested methods and procedures for meeting the crime problem of their assigned topics. A portion of each day was devoted to short presentations of techniques employed successfully by various police departments. Crime analysis, crime prevention, community action, and new investigative programs are examples of the subject matter presented. The formal presentations were intended to serve as catalysts to stimulate discussions and the generation of new and fresh approaches to the specific problems.

¹An attendance roster is provided at the end of this report.

Sufficient time was provided for the participants to complete their assignments. The time allocated for committee work was basically unstructured, allowing for free expression and brain-storming of ideas. The IACP had used this technique previously in situations similar in character to this proposal with considerable success.

The workshop structure was as follows:

Robbery Workshop

Committee A. "Public Support Programs for Robbery Prevention"

Committee B. "New Investigative Procedures Required to Reduce Robbery"

Committee C. "Police Operations in Robbery Prevention"

Burglary Workshop

Committee A. "Public Support Programs for Burglary Prevention"

Committee B. "New Investigative Procedures Required to Reduce Burglary"

Committee C. "Police Operations in Burglary Prevention"

Auto Theft Workshop

Committee A. "Public Support Programs for Auto Theft Prevention"

Committee B. "New Investigative Procedures Required to Reduce Auto Theft"

Committee C. "Police Operations in Auto Theft Prevention"

Critique committees reviewed committee reports toward the end of the fourth day. The critique committees were composed of representatives from each of the specialized disciplines. Their responsibility was to provide an interdisciplinary approach to the suggested programs. This was done in an effort to apply a broad operational base to the programs, thus attaining a higher degree of validity.

The chief of police from each department represented was invited to attend the last day and a half of the seminar to hear the workshop reports and observe the participants at work. The participants were not in a position to make policy alterations in their respective departments. Policy must have the approval of the chief; his authority must be behind it. It was thought that the likelihood of top administrative acceptance would be enhanced by his presence. The participants explored the problems in depth during the first four days of the program. The last half day was an intensive conference in an attempt to "sell" the administrator on the new programs.

Committee recommendations were reviewed by the total group. This method created a better balance to the product for the group experiences were amalgamated into each report, thus gaining insight into each successful program. Equally important, this approach allowed the workshop to profit from a broad base of experience.

This report is primarily a compendium of committee and workshop reports presented under the following topical headings:

- o Public Support Program for Crime Reduction
- o General Police Operations for Crime Reduction
- o New Investigative Techniques for Crime Reduction
- o Evaluation and follow-up.

It became apparent during the review of workshop efforts that fine distinctions existed between general police operations directed at any specific offense which a composite report could single out only at the risk of considerable duplication and nit-picking. Thus we have taken editorial liberty in reorganizing the committee papers. It is believed that the substance of the several committee reports has been preserved in so doing.

As with most meetings of this kind, more was said than these written proceedings reflect. As will be noted in the concluding chapter, most of the participants seemed to think that the opportunity to discuss mutual problems face to face with colleagues from throughout the nation was the most valuable aspect of the program. This was one of its objectives.

The participants worked long and hard at their tasks in the seclusion of the Virginia hunt country free from distraction. A heavy snow storm during the meeting contributed to the desirable working environment that effectively divorced these men from their daily routine (for a short time) and gave them the opportunity to ponder problems from a perspective of immediate detachment.

They were encouraged to be visionary - impractical, if necessary - to permit their imaginations free wheel. It was obvious that this in itself caused problems because policemen basically are pragmatic and empirical in their thinking. More sessions like this one should permit - and will encourage - such men to approach their tasks with refreshment, secure in the knowledge that they share contemporary problems with many of their colleagues throughout the nation.

PEOPLE IN CHANGE

Otto. Kreuzer
 Chief of Detectives
 Chicago Police Department

Briefly setting the scene for the workshop, a discussion of the underlying problem, namely people in change, is appropriate. Our focus is upon three major change categories:

1. URBANIZATION - There are approximately 25 to 30 major communities of urbanization in the United States.
2. POPULATION SHIFTS - Experienced in the past two decades.
3. POPULATION GROWTH - Experienced since the end of World War II.

Under each of the three basic and inclusive titles are several very important but not discussed sub-titles. We cannot dwell in length upon any one of them. We can only allude to them and encourage you for the sake of comprehension of our problems, present and future, to read in these areas so that you may develop a cosmopolitan or a metropolitan breadth of vision in lieu of the narrow tunnel vision that police interpretations of yesterday cling to.

URBANIZATION

The urban community is vast, complex, sprawling, and bewildered because -- it is new, in a state of flux and only partially organized. It has grown around core cities and in some instances, transcends county and state lines. Local governments, and therefore their police departments, must respect their jurisdictional lines. The migration of people by virtue of the growth of suburbia has metamorphosed the core city and brought to it, not only new, but special and particular problems.

POPULATION SHIFTS

Since World War II, the tremendous changes in mechanization and technological advances in manufacturing and agricultural processes have brought about inevitable displacements of people from rural origins. For the most part, these migrants are disadvantaged people, socially, economically, educationally, culturally, morally, and spiritually. Unfortunately, because of these disadvantages, they find themselves under-employable. These are the people that are being or have been absorbed into urban population. They are the last hired and the first fired.

POPULATION GROWTH

Every 12 seconds there is a net increase of one person to the total population in the U. S. We are experiencing at this time a net increase of 2, 600, 000 people every year. These people require food and housing. They require streets, roads, autos, water, telephone and electricity. They require churches and hospitals. Their children require seats in schoolrooms. They need parks for leisure and play time space and activities. But paramount among their many needs, is their need of a job.

For law enforcement they also pose huge traffic and criminality challenges. Police know that the high mobility of people creates additional policing. Local governments are faced with tremendously larger tasks in order to provide for these changes. All changes cost money because they require material and space. In this explosion of challenges to government, police encounter ever increasingly larger pressures. More young people, more newcomers, more competition, further strain our already strained facilities and services. The young and the newcomers pose particular concerns because they are also in the throes of individual changes and challenges. By 1985, just two decades from now, 180, 000, 000 people in the U. S. will be living in 225 cities. By 1985, 50, 000, 000 people will have been added to our cities. This will be enough to make 27 cities the size of Washington, D. C. With this huge growth, can we expect a commensurate growth in criminality? Will the changes bring about more and deeper slums, more criminal incidents and more population pressures? Specifically, what can the police, in the face of these anticipations, do to prevent crime or eventually repress criminality?

The police must meet change with change! This opinion is expressed knowing that the police are particularly slow to accept a change in institutional behavior from individual achievements to team accomplishments. If I were to set forth a single premise, it is the interpretation that the units of police departments must engage in some self effacement and accomplish the police mission of crime fighting through team identity, demonstrating a group spirit contra a division or section spirit. Considerable more can be accomplished by solo aria diminishment and replacement of spectacular individual action. The business world has most realistically demonstrated that the Horatio Alger hero has been replaced by the gray-flannel suit group effort. There may be some individual heroes in business, but in the main, successful corporations favor group action programs.

There are severe and reverberating upheavals being experienced by members of our minority ethnic groups. We have a machine culture that has mushroomed power available to individuals out of all proportions to the ability of many individuals to control the expanded power when it comes into their hands.

The simple honor code of the western good-and-bad-guys is challenged by the new technology of laser ray guns and contributes to upset individual values. This is part of the climate in which the police officer must extend commensurate efforts to preserve peace.

The sophistications of the very young and maturing youth, have not been paralleled by home or self-discipline controls over individual behavior. The wide latitude and the entire aura of forgiveness without repairs, replacement, or repayment, adds to confusion and consternation as to how to be effective when so many conditions seem to pull us asunder.

Every effort that the police can make in the redirection of values and that we can contribute to the maturation of our juvenile offenders, will mean fewer problems that might exist when they become adults.

What leadership can the police extend to communicate with people and with other governmental institutions and functionaries? The police must learn to communicate. They have no alternative; they must establish and define their goals; they must identify their obstacles; the police must inventory their resources; they must establish priorities and seek to repress the growth of crime.

The police departments of the U. S. may not always recognize it, but they do seek guidance and leadership. They require commensurate changes in their institutional behavior. They seek information and above everything else, they seek development of command and supervisory capabilities. Time is short just as it is short for us in planning action programs.

Police command officers can initiate, or cause to be initiated, ideas about communication within their organizations. Police officials must recognize their current and future problems. They must convince the people that crime is a community problem and that the police by themselves cannot repress criminality. Police can engage in crime prevention activity by aggressive patrol and by immediate apprehension but they cannot equal the total pressures of social control that only the entire community can invoke upon its membership. Law enforcement cannot erase the failures or the circumstances that contribute to criminality. They did not make the people who live in or come to the community. Yet, the police must help convince others that the peace of a community must be preserved. Law enforcement must alert other agencies to contribute towards preserving the peace!

Police command officers need to develop leadership for current situations as well as for future challenges. They have the responsibility of energizing their respective department personnel. The young men in police service require the development of interests in civic affairs, with the anticipation towards a lifetime of contribution to community services.

The business and civic leadership of communities has in some instances extended voluntary participation effort to and shared responsibility with the non-profit civic and citizens' organizations of a city. Some communities have rather extensively and in depth organized themselves to plan and to institute innovations and improvements to help the core city. The police must encourage their departments and individual officers to accept invitations, to extend invitations, and to share in community challenges. If they sit back and wait to be approached it may turn out that procrastination or lack of vision has contributed much to criminality and policing problems. Law enforcement must slim-line their organizations, mechanize the force, establish the best communication facilities, train command and supervisory officers, and render top quality police services.

Law enforcement cannot directly participate in politics nor should it. But no matter how you approach this interpretation, in the end, the police are dependent upon elected officials for the tools and the climate in which they operate. In this direction law enforcement can constructively participate in furthering their growth and cause. The political parties of today are vitally concerned with city and metropolitan progress. Do we know how, with purpose, and with integrity, to present our needs and to participate with heads of government to achieve peace maintenance in our community?

City officials are directing their imaginations and resources to resolve problems that beset the community. They undoubtedly are most delighted when they find that department heads of their city have developed firm and vigorous approaches that contribute towards the resolution of these problems.

In turn they can be appreciative and helpful in easing the challenges when they find that public recognition of administration accomplishments has been generated through strong leadership of department heads.

The police challenge is principally to overcome frustrations and cynical complacency. When one hears, "Yes, we have tried this, or we have done that, or are trying that," we are listening to lip service attention. Law enforcement must have determination to extend the disciplines and invoke the severe requirements necessary to task accomplishment. They must be determined to bridge the gaps that exist in a community between the people and the police. The police problem is not one of attaining capable police administrators. There are many capable administrators. The basic problem is one of repressing crime and this calls for a new era of administration. Law enforcement must be willing to stimulate and encourage people to do the things that would lessen criminal opportunity. The goals of law enforcement must be high, and must convince police officers and the people of the community that they wish to be useful and believe these goals can be achieved.

We must first act within our department and then within the community. Actually, this can be done simultaneously. If we wish to zero in on the problems, I would say, let us use the rifle instead of a shotgun. Let us pick off each challenge, one by one, instead of hoping that the shotgun can lay low all our challenges with a single blast.

The problem of crime repression must be faced. Law enforcement cannot face it with the coinage of a new word as academicians are prone to do. Call it crime prevention, crime suppression, or crime repression, it all comes out to a basic - crime reduction. Crime reduction from statistics which have been accurately defined and honestly counted. One of the very basic elements in crime reduction is to start with an irreproachable honest count.

The community and the department will evaluate the police on their demonstrated integrity and basic and exhibited attitudes. The public place a high degree of confidence and trust in the police. They must depend on the police because it is the agency that bridges needs and problems.

Most police departments face a dual fight to progress. First to alter and change old habits, facilities and approaches, and second, to extend new service quality and images. The police have had the tendency to seek new answers for age old problems in lieu of getting to work with sincerity and effort to daily grind out little tiny increments of improvement and change.

The police find no comfort in the civil rights excuses that have now been written into law and have now become the legal limitations placed upon them by the defense counsels and courts. When the people become aware of the judicial dispositions of arrested perpetrators, they will then become seriously concerned about their rights to be without fear in their homes, shops, and streets. When law enforcement informs the public often and strongly to hide their valuables, lock their homes, bar their windows, and accompany their children and grown daughters and wives on the streets, they will one day ask many questions and thus call a sensible halt to the ideology of excuses. I want to raise a few questions to be utilized in affecting an inside and outside department inventory. The answers to these questions may be the key as to whether there will, or will not, be a crime reduction in the community. These are but sampling questions that might be raised. The questions are not submitted as a check-off list, but merely as a memory prod!

INSIDE THE POLICE DEPARTMENT

- Do we know how to make every man within the department a policeman?
- Do we know how to sustain police morale?
- Do we know how to obtain 40 hours a week of service from each man?
- Do we know how to communicate cases and problems with our prosecutors?

- Do we know how to build a good service image?
- Do we strive to establish increasing confidence by our integrity with our public?
- Do we know how to be considerate to people in trouble or do we recriminate and orally castigate?
- Do we know how to critically evaluate ourselves, our appearance, our conduct, our service quality and quantity and promptness?
- Do we run a physically clean establishment?
- Do we seek to improve the quality of our alarm communications?
- Do we seek to extend the patrol coverage?
- Do we zero in on particularly difficult and challenging crimes?
- Do we prevent undue detention, illegal arrests and searches?
- Do we require the maximum from our personnel?
- DO WE REPLACE COMPLACENT LEADERSHIP?
- DO WE REPLACE, OR UPGRADE BY SUPERVISORY REQUIREMENTS, THE MARGINAL PERFORMERS IN OUR SPECIAL UNITS, FOR EXAMPLE, THE DETECTIVE DIVISION?
- Do we encourage and require in-service training?
- Do we require administrative inspections?
- Do we show genuine concern for our officers?
- Do we promote honestly?
- Do we reward promptly?
- Do we investigate charges thoroughly and render decisions swiftly?

OUTSIDE THE DEPARTMENT

- Do we know how to sit down and listen to people and to speak with them?
- Do we know how to listen to and speak with our prosecutors and our courts?
- Do we accurately communicate with our public concerning our limitations?
- Do we know how to approach the elected officials of our city, county, and state?
- DO WE INVITE AND ENCOURAGE THE VARIOUS ASSOCIATIONS AND ORGANIZATIONS TO COMMUNICATE THEIR PARTICULAR PROBLEMS AND IDEAS TO US?
- Do we sit down with the Chief Justices of the local community courts from time to time and discuss practices and procedures?
- Do we treat the press and other news media without suspicions on a mutually friendly basis?
- Do we know how to speak with probation and parole people?

II

PUBLIC SUPPORT

INTRODUCTION¹

Public support programs will vary as widely as the nature of police service. Recent events in scattered communities have brought the question of police responsibility in the area of public or community relations into sharp focus, albeit not consistently in reference to crime prevention. Like many other phases of police planning, a public support program must be based on at least the following:

1. Recognition of the nature of the problem.
2. Identification of the desired goal or solution.
3. Appraisal of public attitude toward the problem and the police.
4. Planning the means of implementation.
5. Evaluation of the results.

Public support solicitations have to be intelligible to the recipients. A frequent failing of police-public communication can be traced to a tendency of the former to project a community problem in the police idiom -- to use police terms that the public does not comprehend. Resulting programs lack inspiration and imagination. They are apt to be interpreted by the public as self-serving for the police.

The police must state their problems and programs in terms the citizen can understand if they expect to instill sufficient motivation in the citizen to join the police effort and participate in public support programs.

There is a growing recognition in police administrator circles of the need to involve the public actively in crime reduction programs. The administrator has an equal obligation to stimulate subordinates to accept crime prevention as a basic police responsibility. They must exhibit this belief in all official and unofficial contacts with the community they serve. The police cannot expect the public to do as the police say and not as the police do.

¹ Adapted from a paper presented to the Seminar by Thomas J. Cahill, Chief of Police, San Francisco, California and the deliberations of the three committees addressing the proposition.

It should be remembered that the citizenry as a whole has more frequent and intimate contact with patrolmen at the level of execution than with the chief of police. Each officer, therefore, must be motivated to sell the department's crime reduction program. Even having accomplished these objectives, however, it is unlikely that the general public will be responsive to police agencies that do not possess a reputation for honest and professional protective service. Before the public can be sold on the desire of a police department to handle public cooperation in a constructive manner, it will demand positive proof that the ability is there. The department must have the trust and confidence of the community in order to project an efficient and progressive image.

The easiest segments of the public to reach are organized groups. Personnel assigned to police community relations units ought to possess special skills in contacting and interesting community groups and associations in programs for crime prevention. We should not overlook the potential of assigning a ranking member of the department to make the initial contact since this will tend to confirm the importance which the department attaches to the program. Once cooperation is established with civic groups, operational commanders should be charged with responsibility for following through on the program. Every member of the field force should be assigned a part and be required to perform effectively. Performance of course, has to be based upon understanding the program and communicating its purpose and value to the public.

Public relations firms have considerable skill and knowledge about how to gain public support. Some police officers feel there is something wrong with engaging the services of a public relations firm, but those participating in this seminar feel the police service would benefit greatly by applying the time tested methods of such people to gain public support.

PLANNING

In planning a public support program in terms the citizen will understand, it is important to view the effects of crime from the citizen's viewpoint, not the police viewpoint. The effects of crime can be related as follows:

1. Effects of lost or stolen property upon the economy.
2. Police costs in terms of manpower and equipment and tax burdens.
3. Insurance costs and the relationship of insurance rates to loss claims.
4. Cost of personal injury damages.
5. Lost time due to court appearances and assisting in police investigations.

The greatest rewards in crime reduction will result from those programs directed at young people. A 1965 study in California revealed that the age group between 14 and 29 was the most crime prone.

This finding has been reaffirmed over the years by national statistics, especially where crimes against property are involved. It is believed that crime will continue to rise faster than the total population because of the increased proportion of youth -- those in the ages representing the greatest crime proclivity.

THE PROBLEM OF AUTO THEFT

Several characteristics of auto theft portend significant effects upon community welfare.

Stolen autos are frequently used to aid in the commission of more serious crimes, especially robbery, abductions, assaults and burglaries. It has been estimated that the automobile is used as a tool in at least 78 percent of all crimes. However rarely is it regarded as such even recognizing that evasion of arrest is necessary for a criminal act to be successful.

Moreover, auto theft (or joy riding as it is called euphemistically) is frequently the first serious offense that young people commit. The consequences in later life for the youthful auto theft offender are apparent and the police departments would do well to educate community youth along such lines. It is estimated that persons under age 25 account for 87 percent of the annual auto thefts in the United States and persons under 18 are responsible for 64 percent. More than half of those under 18 arrested for this offense had prior arrests for auto theft.

PUBLIC EDUCATION

Public support programs for the prevention of auto theft must assume a three pronged approach - (1) at the custodians of vehicles, (2) at the juvenile, and (3) at the law enforcement officers.

Continuous, planned programs directed toward calling and keeping attention to the necessity for owners (custodians) to keep unattended vehicles and their contents secure, regardless of the time involved.

1. Public information media can assist by spot announcements, features and editorials.
2. Pamphlets or fliers are particularly useful in shopping areas and parking lots surrounding large sporting and/or cultural events.

3. Reminders affixed to parking meters and time parking regulatory signs (where meters are not used).
4. A hard hitting month-in, month-out, year-in, year-out campaign which could be accomplished through mailings with gas, electric, telephone or other billing statements.
5. Local police departments should be encouraged to establish training programs in auto theft prevention for parking lot employees. This service should be offered to all operators and their employees including municipally operated facilities. (Perhaps such training could be made mandatory by local legislation).
6. Consideration should be given to training in auto theft prevention and detection for all service station attendants. Parent company cooperation should be enlisted and if formal training is not feasible an information leaflet can be developed and distributed through the parent companies. (example - Auto Theft leaflet published by Texas Police Association and the National Auto Theft Bureau).

The following are suggested programs which, properly developed and administered, should at least stem the rising auto theft rate attributed to youth:

1. Initiate educational contacts in the schools, preferably beginning with those students of age 12. Police assistance and advice should be given to the student groups in an effort to stimulate peer group interest.
2. Information relative to the participation of juveniles in auto thefts should be communicated to the parents of the community.
3. Police should contact high school driver training teachers with the view toward developing a continuing message to the new, young driver in the learning stage about auto theft prevention. The manner of presentation of the material should be varied. It would be preferable that the professional teacher include auto theft information in his course. The instruction to the juvenile driver should not only include security measures, but should also discuss all the consequences of auto theft.
4. There is a definite need to reach directly the one group contributing most to the auto theft problem. The anti-social youth gang is most difficult to contact. Yet, reaching this

group can contribute most to the decrease in auto thefts by juveniles. Therefore, it is recommended that:

- (a) A careful analysis of anti-social youth gang membership and leadership, be obtained from existing police youth intelligence sources.
- (b) Initial contact with anti-social youth gang membership and leadership be made through department or other cooperative agencies already in the confidence of the youths.
- (c) A realistic face to face program of contact with the groups be established with a view to presenting the police, rather than any moralistic, approach to auto theft.

Police departments should be encouraged to continuously train and re-train department personnel in techniques of the prevention and detection of auto theft. Police training should include formalized recruit, in-service, and roll call programs. The training program emphasis should be placed on the techniques that each officer can use to bring about voluntary citizen participation in auto theft prevention.

FINANCING PUBLIC INFORMATION PROGRAMS

It is suggested that the auto industry be persuaded to become financially involved in the dissemination of auto theft prevention information. This assistance would be in addition to the assistance presently provided by the National Auto Theft Bureau (NATB). Additionally, organizations interested in crime and its prevention should be encouraged, by national law enforcement associations to contribute financial support to auto theft prevention programs. While those organizations specifically identified with traffic safety are the obvious ones to contribute financial support, there are traffic safety organizations who should become more interested in auto theft.

LEGISLATION

Consideration should be given to a model ordinance requiring custodians of motor vehicles to remove keys from ignition and to insure that ignition is locked when the vehicle is unattended. Recent experience with the theft of motorcycles and motor scooters suggests the possibility of requiring security legislation for these vehicles. Legislation should be considered for licensing parking lot employees. Complete background and record checks should be prerequisites. Legislation should be considered to require all new and used auto lots to be fenced or chained.

OTHER AREAS FOR ACTION

Motor vehicle manufacturers should be continually encouraged to build new and improved security features into each new automobile model.

National programs should be premised upon intelligent analysis of auto theft experience including legislative voids, (car key ordinances, etc.) public complacency (high rate of recoveries), age of principle offenders (youth), and crimes and criminal careers growing out of the theft of a vehicle.

THE PROBLEM OF BURGLARY

Public apathy is the biggest stumbling block to an effective burglary prevention program. The police must convince each citizen to take an interest in securing real and personal property from burglary. The psychology of the burglar must be explained to the public. Most burglars are opportunists. Any deterrent will tend to delay the perpetration of a burglary giving the police additional time to discover the act. The individual citizen's concern is a most important part of burglary prevention. By installing adequate lights, locks, alarms, and other devices, the physical security of the property will deter the efforts of all but the most determined burglar (a statistical rarity).

Representatives from education, religions, social, fraternal, civic, commercial, labor, etc., organizations should be brought together by the police to discuss action programs to prevent burglary and other crimes. The police-community relations unit of the department is an ideal vehicle to use in developing a prevention program. But individual front line officers should actively participate in the planning and administration of such prevention programs.

The representatives of the various community groups should be organized into working committees. The committees should have a particular area of interest, e.g., residence, truck, etc., burglaries. Each committee should work toward developing a prevention program. The efforts of these committees should be closely coordinated by police department personnel to reduce duplication or possible conflict.

The following is a list of public and private organizations who can be interested in developing public support in burglary prevention programs:

Parent Teachers Organizations
Board of Education (public and private) at primary, secondary and college level.

Social and fraternal organizations such as:

- Junior and senior chambers of commerce
- Lion's Club
- Elks
- Big Brothers Association
- Boys Clubs
- Boy Scout and Girl Scouts of America
- Settlement Houses
- Urban League, NAACP, etc.
- Salvation Army
- Red Cross
- Veterans' organizations
- Masonic groups
- Knights of Columbus
- Alumni fraternities, sororities

Commercial organizations such as:

- Insurance company representatives
- Banking
- Retail merchants
- Real estate
- Hotel and apartment owners association
- Trucking associations
- Security company representatives
- Food and drug associations
- Amusement operators associations, and others.

The police are obliged to inform the community of the basic steps necessary to prevent burglary. Campaigns should be conducted in the newspapers and periodicals, radio and television to inform the public. Leaflets embodying the do's and don't's of burglary prevention should be published and disseminated to the whole community.

The cooperation of the public utility companies and other public service companies in the distribution of leaflets, by including them with the monthly bills mailed to subscribers, should be encouraged.

RESIDENCE BURGLARY

A residence is not secure unless it is totally protected. The most intricate alarm system is of no use if it fails to cover even the smallest roof opening. The strongest door will do no good if the burglar can quickly enter through unlocked windows. Each citizen should be sure his home is securely locked and lighted.

APARTMENT HOUSES

Apartment houses are often very attractive to burglars because most of the occupants are out during the day and early evening hours. In most instances, there are no doormen or elevator operators. The burglar is free to roam the building, looking for open doors. The locking mechanisms in newer apartment units are frequently insufficient and easily defeated.

COMMERCIAL AND PUBLIC BUILDINGS

These buildings should apply many of the features suggested in resident and apartment house burglary prevention. Key and lock security is vital. Careful screening of employees is a must. In buildings, housing articles of high security risk, such as furs, jewelry, etc., a central and local alarm system is urgently recommended. The use of these precautions will redound to the advantage of the owner in fewer burglaries and a lower insurance cost.

TRUCK BURGLARY

This type of burglary is attributable in many instances to carelessness of persons handling the vehicle. Often fully loaded trucks are left unattended on the street. Loaded trucks should not be left alone.

Some trucks should have alarms. Key security must be strictly enforced in all instances. Terminals should have silent alarm systems and be well lighted at all points. Close radio communication between terminals and trucks in transit will assist in decreasing burglaries of vehicles. Intercommunication and pooling of information between trucking companies and enforcement agencies is advisable.

LEGISLATION

Legislation should be instituted on a state and/or local level establishing security standards. The legislation should insure adequate security in the construction of new housing and commercial operations. The regulation should provide means of improving existing residential, apartment and commercial buildings; security, as an aid to burglary prevention.

An example is the Oakland, California, City Ordinance on Burglary Prevention.

The police should institute meetings with representatives of burglary insurance companies to discuss formation of an organization similar to NATB, Kemper Foundation, or Insurance Underwriters Association. Such institutions, with police assistance, could establish minimum security standards prior to insurance coverage. The standards should include inspection, identification, etc., of premises and personal property.

THE PROBLEM OF ROBBERY

The police must overcome some public objections to cooperating in robbery suppression. The objections which are frequently tendered, either openly or in a disguised form, by a citizen when his cooperation is solicited are:

- o Initial cost, plus maintenance, of alarm or protective devices is reportedly too expensive for many businesses.
- o Rearrangement of commercial house displays to permit police surveillance or observation may adversely affect the advertising of wares.
- o The proprietor may feel he can operate independently of the community.
- o Police recommendations on protective or alarm devices may give an appearance of favoring one company's product over another's.
- o Victims lose interest in cases after having been compensated for a loss by insurance companies.
- o Victim and witnesses lose interest in cases that are continued several times in court.

The general theme of any robbery prevention program should be "You can't afford not to be involved."

The cooperation of the prosecuting officials and courts is important in robbery prevention. All persons interested in the judicial process must actively support a speedy prosecution of offenders. Slow trials tend to reduce public support. Some actions which may be taken toward achieving this goal are:

- o Reports to the public through the news media on the number of offenders awaiting trial.
- o Reports to the public concerning the number of recidivists at large in the community awaiting trial.
- o Close working relationship between the police, prosecutors and the court in an effort to reduce the time lag between arrest and trial.

ROBBERY PREVENTION PROGRAMS

One example of a public support program was initiated by a national drug firm. Concerned with robberies of drug stores, it instituted a service to the druggists that sell its products. Researched, developed, and financed solely by the

distributor, in brief, it is an adaptation of the "buddy" system. It features two small machines that are sold to the druggists at a low cost for the first year and for a subsequent annual operating cost of \$15 a year. Each has a concealed alarm activator, generally under a counter. When a holdup occurs, the druggist activates the buzzer and a loud alarm rings in a nearby drugstore. That druggist then calls the police, alerting them to the emergency in the other store. The "buddy" druggist can only inform the police that an emergency exists. He has no knowledge of the type.

This idea seems to have expanded potential. National distilleries might be interested in sponsoring such a program for liquor stores; major gas and oil companies for filling stations, etc.

Other opportunities exist for the police to stimulate public participation in robbery prevention programs. The following, not an exhaustive list, constitutes examples of realistic activities:

1. Impress and encourage citizens to report suspicious persons and make sure that the department response is prompt, courteous and the subsequent investigation at the scene is thorough. Officers should be instructed to encourage this type of cooperation and not to belittle it. Encourage reports of information, identified or otherwise, to any police source. A technique presently employed is a handout requesting letters containing information to be mailed to a post office box number (number corresponds to the police department's telephone number). A promise is made in the handout that the letter will be read by a top police official.
2. Surveys should be conducted of commercial properties by uniformed and/or detective personnel for the purpose of advising the owner of the best arrangement of his store so as to permit police observation and/or surveillance of the premises from the outside.
3. A formal store check program could be initiated by order of the department chief requiring periodic interior visits to business establishments. Even a "one" man car policeman can perform this function. Since grocery stores, drug stores and banks are frequent targets of holdups, it may be wise to keep the program going on a full time basis for these establishments.
4. The program could be utilized for other type stores for a limited period. However, once a program such as this has begun, it is difficult to discontinue. Where we have reassured the merchant by its initiation, we discourage him by its termination.

GENERAL POLICE OPERATIONS

INTRODUCTION

Separate committees addressed the subject of this chapter along the lines of the Seminar format individually concerning robbery, burglary and auto theft. Although they worked independently, it was apparent that general non-investigative police operations have significant common characteristics irrespective of the type of crime involved:

- o The personnel assigned to non-investigative patrol functions may operate in uniform and plainclothes (as the occasion requires), in autos and on foot, and may or may not attempt to be deliberately conspicuous to the public.
- o Officers assigned to the patrol function are best prepared to repress crime and apprehend the offender when they have been provided the knowledge and an appreciation of the scope of crime as a local, state, or national problem.
- o There does exist a common bond of definition, function recognition, and concept application among police departments.

The committee further developed the premise that effective programs for the prevention of crime must be formally based upon the application of well-defined police management concepts pertaining to resource allocation, problem recognition and supervisory control. Each committee established basic areas within its particular category of offense which seemed to need clarification and exposition for critical examination. Without attempting to rank each item according to importance, they were determined to be:

- Techniques
- Information systems
- Training
- Supervision
- Equipment

The remainder of this chapter integrates the findings of the three committees along the foregoing lines.

TECHNIQUES

Strong, vigilant, aggressive patrol seems to be the basic mandatory crime prevention technique. Continuing investigations, laboratory development of evidence and related activities are logical outgrowths of the patrol function, and materially aid in the apprehension and conviction of the offender. The successful arrest and prosecution of offenders carries strong deterrent influence and there is no attempt to minimize that phase of the problem. However, the proper reliance upon patrol for the prevention of crime makes it essential that every reasonable action be taken to insure full devotion to that task. In order to establish a strong, vigilant, aggressive patrol, the wide variety of demands upon the patrol operations for services not directly connected with the prevention of serious crime must be re-evaluated. Since vigilant patrol is necessary to success, the police administrator must first evaluate the effectiveness of the available patrol force. If, as in most metropolitan police departments, the patrol force is limited in the number of patrol units, he may find that force is dissipated through ineffective deployment and/or demands for non-criminal service to the public.

First and foremost there must be a prompt, accurate, and intelligent appraisal and estimation of the crime problem. There must be a unit within the department that can inform the command administration when, where, and what type of crime is occurring; pinpoint the area or location, method of operation, time of occurrence, and the type of premises - establishment - vehicle - person(s), preferred by the offenders; and by keeping the administrator informed of the magnitude of the crime problem enable him to allocate and deploy the forces under his control in sufficient quantity to cope with ever changing problems.

No one other single system can have a greater potential for manpower savings and effective efficient police action than does a regular, formal, thorough analysis of every serious offense report which provides the administrator with sufficient concise data for decision making. The information input to the crime analysis function is based upon the reports of police officers investigating crimes. The information output provides the basis for effective and economical deployment of the patrol force, and detailed information to the individual patrol officer; this function is a major preventive action dependent upon a rapid, thorough reporting system, coupled with an efficient information analysis and dissemination system. Every officer while on patrol should have on hand all available information regarding offenses, and offenders, which he may encounter. Pertinent information personally recorded by the patrol officer should be limited to lookout broadcasts of immediate occurrences, and if feasible, even these should be synthesized and distributed as soon as possible. Graphic means of displaying crime and criminal information should be readily available. Pin maps denoting nature and location of offenses; descriptions of persons and vehicles -- accompanied by artists' sketches or police photographs; and descriptions of current criminal activity by crime, day and hour of incidence and method -- to tie the data together. They are all necessary aids for the patrol

officer. The uses to which basic report information is applied indicate the vital necessity for explicit and complete data; thus emphasizing the need for continuous appraisal and evaluation of the patrol officers' proficiency, and the immediate correction of any deficiencies.

The increasing volume of demands for service in the "called-for-service" category are the greatest single drain on police manpower. While they vary from department to department, these service calls; i. e., handling personal and industrial accidents, conveying sick and injured persons to hospitals, settling minor domestic problems, etc., drastically reduce police effectiveness and weaken the department's ability to apply a total effort against crime. The deployment of a patrol force must be arranged in a manner which insures such coverage, in accordance with assigned departmental responsibilities, yet the manpower availability problem indicates that proportionately less weight in deployment considerations be given to arbitrary and less imperative needs for patrol services.

Some cities, such as St. Louis, Missouri, are experimenting with the separation of the patrol force into two functional areas: a preventive patrol force and "called-for-service" force. How, and to what degree the separation will take place depends largely upon the individual department; a careful analysis of the called-for-service responses within these departments should clearly indicate the size and deployment of such a force. Should the demand for called-for services be so great that all or most of the patrol force would be affected, the administrator can re-evaluate the work program to allocate sufficient manpower to the preventive patrol force. If this approach is impossible, the creation of a separate task force to provide preventive patrol can be established.

When such a preventive patrol force has been established, manpower and resources availability must be determined to allow the administrator to deploy this force where analysis indicates the desired results can be achieved. In addition, certain basic guidelines and operating procedures must be established and clearly defined. An adequate training program with competent instructors is a prerequisite for a well-informed and trained patrol. Every educational aid should be utilized; the exchange of new ideas and techniques from other departments should be constantly sought; and an in-service program with emphasis on correct stop-and-question techniques, interrogations, and other such similar police practices must be instituted.

Primary emphasis ought to be placed on careful selection of personnel for the preventive patrol force, the procurement and retention of alert and active officers who display enthusiasm and demonstrate initiative is necessary. Of prime importance is the need for competent field supervision at the immediate supervisory and command rank levels. Adequate leadership, intelligent counseling, proficiency in presenting on-the-job training and advice are all of vital

importance. High and demanding standards maintained through close inspection of a patrol officer's activity by an immediate supervisor, must be augmented by field inspection at the command rank level of supervision on a continual basis.

Another patrol technique that has met with increased and successful application is the "Tactical Deployment Unit." This unit, superimposed upon the basic patrol organization permits the immediate deployment of an established, organized, well-trained group of officers available to meet the recurring peak of manpower needs in crime repression and for the preservation of public order in the event of incidents requiring a large coordinated body of uniformed officers. The existence of a police tactical unit presupposes the already established basic patrol force which provides normal preventive patrol and service to the community. The basic patrol operation takes into account the recognized fluctuation in the incidence of crime and the need for other police services. Its stability lies in the provision of service throughout all hours of the day and night. The tactical force however, is not involved in the normal day to day services requiring conformity to any basic control pattern. It is deployed when and where there is a high probability of maximum effectiveness. Built into any tactical deployment program must be a system of periodic, relatively automatic, evaluation. Significant, valid comparison with previous tactical activities should be directly relatable to strategic problems. Important as they may be, individual missions against incidents or areas that remove significant portions of the force from geographical core crime areas, also reduce the effectiveness of the tactical unit.

In the evaluation of police crime prevention operations, significantly valid comparisons of previous patrol force activity relate directly to the overall strategic problem. There must be immediate evaluation of any program for no long period of time can elapse between deployment of a force and a critique of its operations, or an awareness of failure to achieve certain goals will arrive after it is too late to recoup the loss in committed forces. An accounting of man-hours or man-days lost from proper tactical deployment, the incident of arrests for major offenses, and/or the success of specific missions are only part of any evaluation base.

The various committees agreed that street crime generally accounts for the greater proportion of the overall crime problem; and that the repression of these crimes can result from accentuated patrol. Once a department has established a basic patrol function, devoting the vast majority of its operations to the prevention of serious crimes, a further refinement to increase operational effectiveness through the use of tactical force deployment is recommended. Deployment of specific forces against opportunity crimes such as robbery, burglary, and auto theft should permit every patrol technique - including both plainclothes and uniformed operations, and, where appropriate, stakeout or police decoys to be used - to apprehend offenders in those crimes. General police experience

indicates that many classes of potential victims or objects of attack are identifiable. Intoxicated pedestrians are often the targets of the strong-arm robber, as are patrons of prostitutes. Certain kinds of businesses are more susceptible to robbery and opportunity burglaries; auto theft, burglary, and robbery by juveniles is sufficiently common to make curfew enforcement an important activity. These are basically patrol problems, and it is recommended that:

- a. Within the context of the laws in each jurisdiction, every effort should be made to remove intoxicated persons and prostitutes from the public ways. Police administrators must prevail upon local public welfare agencies to assist in the treatment and rehabilitation of these persons so that police action against them does not result in a mere "revolving door" operation.
- b. A necessary part of any patrol program intended to decrease opportunity crimes must be the rapid transmission of information to each patrol officer of the most likely current potential targets and victims. These potential targets and victims may be relatively constant, as in the case of financial institutions or intoxicated persons, or they may vary with the specialty of current offenders. Patrol officers should be required to give special attention to these specific problems. Premise checks, inspection of security measures, frequent contacts with people on the streets, should all be a part of the preventive operation. Patrol responsibility should be typified by alertness and conspicuous activity.
- c. The incidence of robberies by juveniles indicates that curfew enforcement by patrol is an essential crime repression activity. If no curfew exists the police should prevail upon local authorities for its enactment.

As an adjunct, the committees further suggested the reevaluation of the wide variety of demands upon patrol operations for services not directly connected with the prevention of serious crimes, and recommended that:

- a. Priorities be established which will increase available preventive patrol time by initiating telephone reporting systems or other responsible agency action for minor or non-police incidents which do not require a thorough police investigation. One example would be a reporting system which provides for the recording of complaints and descriptions of property losses by telephone rather than by dispatching a police officer. Public acceptance for this

program must be obtained and the program must be gradually extended to the point where patrol operations can devote full time to the basic function of repressing crime.

- d. Every police function basically similar to patrol, such as specialized traffic and juvenile units, should be reevaluated with a view to integrating their operations with patrol so that their activities will bear directly, if only in part, on serious crime problems.

INFORMATION SYSTEMS

Communications and the exchange of information between units of the department is important. If the patrol function is determined to be a district or precinct responsibility, geographical boundaries and set areas of responsibilities sometimes present a communications problem; especially where areas of high crime incidents overlap. Information systems are intertwined in every aspect of the police function and this alone would indicate their great importance. In dealing with the prevention of a specific offense, emphasis must be placed in several areas -- information input, synthesis, and dissemination. The repression of crime by patrol effort depends to a large extent on the quantity and quality of officer contact with possible offenders; and a system which will both motivate and record these contacts. The relative anonymity of an urban population presents a barrier to police intelligence that contributes to the problem of crime prevention.

A simple "field contact report" program can assist in breaking down communication barriers by providing an available record of observations of persons who have aroused police inquiry. A simple "field contact form" can easily be devised, and provides an excellent intelligence source. This written source of information, to be later pursued by an investigative unit of the department would contain such information as where the individual is contacted, the time of day or night; a brief physical description including his clothing; a description of any vehicle and, if possible, the registration numbers; and a listing of the names and addresses of any companions. Copies of the form or its related information should be filed in a cross-indexed system immediately available to all members of the department. The same form is also applicable for recording information about juveniles; it is adaptable for recording information concerning unattended vehicles, or vehicles noted under suspicious circumstances.

If laws concerning truancy and curfew violations are available for application by the department, such information can also be recorded and channeled to the appropriate investigative units for information and/or follow-up investigation.

Crime prevention through patrol effort requires an immediate information flow and continual reinforcement of the patrol officers attention: immediate and repetitive radio messages on offenders should reach every officer and every adjacent jurisdiction. Officers can be alerted by radio to give special attention to specific businesses or other identifiable classes of victims on their beats; especially when a recent offense is likely to be repeated against a similar victim.

To encourage patrol officer observation of activities, those locations where suspicious persons congregate could be the subject of a very simple and rapid "information report" system: one means could be a recorder attached to a telephone in the office of special units such as robbery and auto theft, which would record the information without the need for a written report. Further, such means might be used to supply investigative and special patrol units with information on business establishments which do not have proper preventive equipment.

SUPERVISION

Experience with police operations indicates that the dispersed and relatively independent activities of patrol units in the field require effective close field supervision. Field supervisors alone are in a position to insure that programs to repress crime are carried out with the initiative, coordination, and expertise necessary for success. It is recommended:

- a. The number of persons under the immediate direction of a field supervisor be kept within manageable limits.
- b. Field supervisors be carefully indoctrinated with emphasis placed on their responsibilities to coordinate, correct, motivate, and constantly supply leadership to police patrol units in the field.

TRAINING

Any program designed to accentuate police action against a specific crime problem should be supported by a concurrent specific training effort. Almost every formal training operation involves a diversion of manpower from the basic police function. So that this critical problem will not be increased and in order to provide a formal training program which may have potential in any specific area of crime prevention, it is recommended that a program of "on-the-beat" training be initiated in areas where particular crimes are relatively frequent. The assignment of a carefully selected, experienced officer to provide on-the-job instruction, and at the same time to operate as a team member with a patrol officer while conducting normal patrol, would provide the desired expertise in the most economical manner. Such a team placed in a high crime incident

area would continue basic patrol while permitting a most desired form of instruction -- participation of the learning member. It is the function of the training program to provide thoroughly developed officers with the ability to respond properly to crime scenes, evaluate the circumstances properly, take appropriate immediate action, and requisition additional and appropriate resources.

The roll call and inspection period, although of short duration, can provide time for continuous training, and at the same time does not result in a diversion of manpower from the street. One of the most effective methods of roll call training is through the means of visual aid; i. e., the use of film strips, slides, movies, and photographs with captions, preferably using color film rather than black and white film. Roll call training could include recognition of stolen vehicles; the location of vehicle identification numbers (VIN), engine numbers, high performance transmission numbers -- and what the numbers mean; the methods used to remove factory numbers from automobiles, and/or changing these numbers by re-stamping or replacing entire parts of the automobile body; methods of conducting a preliminary investigation at a crime scene, i. e., interviewing the victims or witnesses so as to obtain as much information as possible concerning the offenders, the approach or method of attack, the description of clothing or any articles of jewelry that were worn, speech, walk; the proper method of conducting crime scenes searches - especially at the scene of a burglary where the time and hours of concurrence, method of entry, property taken or disregarded, as well as the search for possible witnesses - are of vital importance.

Police officers who are well trained in the rudiments of the laws, in the complex nature of crime and crime investigation, and who develop proficiency in these areas and at the same time receive superior direction, will provide the vigorous team effort necessary to take the events against the criminal element in society.

EQUIPMENT

Proper police activity is an expensive proposition. The administrator must take advantage of all technological innovations that will produce savings in manpower. In the area of crime prevention by patrol action, certain equipment has demonstrated its advantages both in conserving manpower, and in increasing effectiveness of the patrol force - individually and collectively.

The use of "personal radios" encourage premise checks and suspicious-person contacts by the patrol officer. Radios on officers, rather than solely in vehicles, permit a greater flexibility of action on the part of the officer, without losing the advantage of continual contact with the radio dispatcher. The personal radio, as a communications link, is a means of stimulating aggressive action on the part of the beat officer whether he is motorized or on foot patrol, in one or in two man cars; all without adding to the hazard of an officer.

Technological developments in the "alarm" field permit alarms to be utilized as a manpower conservation technique in surveillance of buildings. Such alarms are visualized as being under police control, being distributed to locations which an analysis of criminal incidents suggests as potential criminal targets. These electronic devices are capable of emanating signals directly to a local patrol unit upon activation by an offender, and the coded signal identifies location by prearranged planning. Such a device increases the possibility of apprehension by patrol action; a combination of the device with its link to basic patrol is a preventive operation which increases the likelihood of interrupting what might be a long series of similar offenses, and being a silent alarm, it neither endangers the victim nor alerts the offender.

CONCLUSION

Generally it has been concluded that preventive patrol is the key to crime prevention. If a police department is hampered and frustrated from performing preventive patrol by the demands placed upon it for non-criminal services, then it is mandatory that it reevaluate formerly held positions and not hesitate in bringing to the attention of the public that changes are being instituted; old services accumulated through the years are being discontinued; and that every police officer within the department is being brought up to the professional level, and is to be used for police functions only. Too many departments, and administrators, lose sight of the primary function of a police agency which is to provide a service -- and only a service -- to the community in the form of preservation of the peace, protection of life and property, and enforcement of the law. It is concluded that rising crime rates and all categories of offenses -- while a reflection of community standards, lowered morals, and degrees of apathy by the public -- are primarily a police responsibility. Police departments in general are guilty of hide bound thinking, reluctant to recognize the need for change and thus seek new techniques and approaches to the crime problem. Rather than complain against recent adverse court decisions, and attribute rise of lawlessness in general to the enlargement of civil rights problems, police administrators should seek to improve the quality of their personnel, raise their professional standards, and improve their performance to the degree necessary to successfully combat crime. In addition to accepting this responsibility for the prevention of crime, a police department must augment the services it provides by assisting in providing impetus towards the education of both the public and city management to recognize the seriousness of crime.

NEW INVESTIGATIVE PROCEDURES

INTRODUCTION

The term "new", as used in the title, is considered synonymous with the phrase "previously unknown or uncommunicated." The term in this sense is used to describe techniques which are unknown, or may not be utilized to any appreciable extent, by law enforcement officers responsible for criminal investigative procedures.

PROBLEMS

In recent years the national crime rate, as compiled by the FBI, has shown a steady and alarming rate of increase in crimes against persons and crimes against property.

Recent court decisions (i. e., MAPP v. OHIO - the imposition of the "exclusionary rule of evidence" under several states; and ESCOBEDO v. ILLINOIS -- serious limitation of admissions and confessions in court use -- and most recently, the court imposed obligation on police to inform an arrested subject of his right to remain silent and/or demand counsel during interrogation or interview), are significant to investigative procedures. The court decisions in these cases and others similar to them have alluded to the necessity of, and have placed the responsibility on the police for, better investigative procedures, training, management of investigations, etc.

New technology developed in the last decade has not been utilized to its fullest extent in police investigations. This lack of use is attributed to:

1. the cost of scientific equipment as compared to the limitations placed on the budget appropriations of small or medium police departments;
2. the difficulty in procuring and retaining technical personnel due to salary and availability considerations;
3. the quality and quantity of training available to police personnel in the capabilities of scientific investigative devices; and
4. the lack of competent supervisory direction in the use of technical investigative tools.

The organizational "climate" and "attitude" of a police department has been affected by the specialization of certain functions and responsibilities. The reluctance on the part of the patrol officer to enter into the area of responsibility ostensibly assigned to a "specialist", has caused friction and lack of coordination that has adversely affected criminal investigations and, ultimately, the morale of the entire department.

The investigation of crime must be a total department effort. The patrol officer normally initiates the investigation of a criminal case, and must be given the responsibility and commensurate authority to protect the crime scene and begin the preliminary phase of the investigation. This authority must be recognized by all ranks of the department. The specialist can and should coordinate the investigation with department-wide cooperation: lines of authority and responsibility at a crime scene should be clearly defined. The importance of patrol officers being well trained in crime scene procedure cannot be too firmly stressed - the best training in crime scene preservation however, will be to no avail if the scene itself is not protected against unauthorized observers including top administrative or command officers.

SELECTION AND RETENTION OF PERSONNEL

Proper selection of investigating personnel has a direct bearing on the quality of the criminal investigations. Normally, members of the investigative units are taken from the ranks of the patrol force, and all police officers aspiring to such positions should pass a series of examinations to test their qualifications for this position. Tests have been constructed to measure intelligence, job knowledge, and an individual's adaptability to a specific situation -- i. e., the use of a movie showing crime scenes to test memory, etc. These tests should be scored immediately and the results made known to the officer taking the candidates aptitude and attitude toward investigative work should be gained through the oral interview, work record review, and a discussion of the results of the written test.

Investigator candidates, qualified as a result of a detective screening process, should be sent to preappointment school to receive at least four weeks of specialized investigator training. Every emphasis should be placed on the equipment used during emergencies, facets of criminal law, court evidence and presentation of such evidence in court, investigative techniques, etc. During this training period selected speakers from the command ranks of investigative units should familiarize the potential investigators with the techniques and procedures used in the unit. Once appointed as an investigator, training should not stop: in-service training programs should be attended for a minimum of one week out of every year to provide refresher courses in the latest court decisions, developments in technology, and investigative techniques. During assignments to individual units, they should participate in daily roll-call training programs

covering the various techniques of interviewing, interrogation, application of forensic methods; freely discussing past experience to gain as wide and diversified a knowledge as possible from other members of the unit.

All during an assignment the individual investigator should be subject to an objective personal evaluation. Such evaluation should be a continuous process; however, it is recommended that the immediate supervisor confer monthly with each subordinate to inform the investigator of his progress and the quality of his work. Further, those investigators who rank in the lower 10 percent of the unit's evaluation should be interviewed by the unit commander; the reason for his low rating should be explained in detail, with the suggestions towards increasing his effectiveness. The proper end result of such interviews is the positive motivation of an investigator toward developing increased proficiency in his daily tasks, and should be coupled with other positive incentives such as department awards -- for bravery or meritorious conduct -- and publication of earned commendations, citizens' letters of appreciation, and awards for outstanding performance of duty.

The negative aspect of evaluation can be cushioned, but not compromised, in application. The monthly interview, coupled with a semi-annual discussion and interview concerning the investigator's workload, clear ups, arrests, can be conducted with benefit to both the investigator and the supervisory personnel of the unit. Continuous low ratings in performance should be construed as an indication of possible misassignment to the investigator function. When, after proper interview and evaluation and after positive criticisms and suggestions have been advanced concerning the individual's work he does not improve, then he should be considered for reassignment. Such transfers should never be used as a negative disciplinary measure however, unless the individual is disciplined for cause - i. e., violation of the rules and regulations.

TRAINING

The training of investigators as previously described, is fully as important as the selection of personnel for the investigative function. The formal preliminary training program supplemented by in-service and roll-call training periods all assist in sharpening skills. Such formal training, however, must be supplemented and implemented by informal application of procedural techniques through supervisory officers. Crime scene protection is taught in most police schools, however, the best training in such procedures will be of no avail if the actual crime scene is not completely protected. The instances of destroyed evidence; overlooked, or altered, articles of evidence through the use of improper procedures indicates that further training and continuing refreshers are needed in the formal program, as well as through the application of competent supervision.

CRIME ANALYSIS

The establishment of a formal crime analysis unit was the continuous recommendation of all committees. This unit provides the bridge between patrol and investigation units by screening, coordinating, and disseminating information derived from the study of daily reports of offenses. Offense reports and field contact reports submitted by patrol officers are studied; and specific information relative to the location, modus operandi employed, date and time, objective, specific similarities of each offense and its relation to other offenses and their significant characteristics, are analyzed to identify either an offender or the existence of a pattern of criminal activity most amenable to repressive police operation. Pertinent and timely information is then relayed to investigative and patrol units alike.

SPOT MAPS

One basic and effective tool in crime analysis is the use of a map into which predetermined colored pins are placed to depict the incidence of offenses in certain classifications for a predetermined period of time. It is important that maps are kept current, easy to understand, meaningful; and readily available for viewing. Simplified color scheme of the pins used on the map can facilitate comparison of related offenses, by assigning basic colors to certain categories of offenses. In this manner, pattern variations of a basic color can distinguish any specific type of offense within the same classification; and officers may quickly spot and assimilate crime patterns in their respective beat areas, and in the district or precinct area as a whole. It would be advisable to maintain composite maps that contain all of a selected crime category or classification on one map. This would facilitate identification of high hazard areas for tactical force deployment. In addition, maps for the preceding period should be placed adjacent to the current map for ease of comparison and long-term pattern identification; and at the same time, the additional maps facilitate recognition of analysis of new, current, and short term patterns which may become lost through the use of a map covering a long period of time. In specific cases of recognized patterns, a separate portable map should be used and pinned for intensive study.

ELECTRONIC DATA PROCESSING

It has been recognized that the electronic computer, with its inherent speed and informational storage capacity, is making significant contributions to the law enforcement field. Possible future uses of electronic computer are, among others: a single fingerprint identification system and storage of the complete modus operandi file. At the present time computers have been programmed to specify the time of occurrence for certain classes of crimes. For example, a computer survey made by the Chicago Police Department revealed the following information concerning robbery offenses:

1. Taxicab robberies generally occur between 1 A.M. and 6 A.M.
2. Delivery truck robberies generally occur between 10 A.M. and 4 P.M.
3. Cleaning store robberies generally occur between 2 P.M. and 6 P.M.
4. Liquor store robberies generally occur between 10 P.M. and 2 A.M.
5. Gas station robberies generally occur between 2 A.M. and 5 A. M.

Information as described above, when combined with the detailed analysis of criminal patterns provided by a crime analysis unit, can be used to effectively deploy the patrol and investigative force towards the dual goals of repressing crime and apprehending the offender.

BULLETINS

As an adjunct to (and a logical outgrowth of) the organized and coordinated efforts to correct, analyze, and disseminate information; all committees advocated the publication of a daily informational bulletin. Primarily, such a bulletin is used to convey immediate pertinent information to both the patrol and investigative force relative to wanted persons, stolen property, etc. ; and should consist of both verbal and graphic descriptions. However, if space permits, it may also be used to convey motivational information such as acknowledgment of outstanding performance by police officers, safety messages, and/or training and procedural hints of how to respond to "in-progress" calls, coordination of unity and sections for offenders, and/or "after offense" gathering of information.

TECHNICAL ASSISTANCE

One of the basic functional responsibilities of a law enforcement agency is to successfully gather and make available all evidentiary information possible for the successful prosecution of the criminal offender. Proper crime scene processing involves searching for and recognizing, processing, sketching, photographing, collecting, packaging, and transporting items of physical evidence such as: latent fingerprints, impressions in soil, food, wood, metal, foot prints, tool marks, knives, guns, bullets, cartridge cases, acids, poisons, soils, paint, bodily fluids, hair, clothing, documents, dust, shavings, and other articles, that may have been left at the scene by the perpetrator.

Superintendent O. W. Wilson of the Chicago Police Department has stated:

"Assigning the task of searching crime scenes to either the investigating detective or patrolman is also inadvisable. The task deserves specialization because of its importance, the special skills required, its dissimilarity to other police tasks, and because there is not sufficient work of this kind to keep each officer in practice. Supplying each man with essential equipment would be unduly expensive, and its possession would prove inconvenient to the individual officer. Requiring the investigating officer to obtain necessary equipment at headquarters would be inconvenient and time-consuming and would delay the investigation, in addition, equipment used by all officers is subject to abuse from lack of operating skill and no clearly placed responsibility for its condition.."

THE EVIDENCE TECHNICIAN

The usefulness of laboratory analysis information is dependent upon the receipt of evidence items in the same state as found. However, it would not be economically feasible to train each and every officer to the point of technical proficiency in this particular phase of police work. Obviously, under circumstances where evidence may be lost (as in a crowded public place which cannot be isolated) and in cases of searches of individuals and automobiles after arrest, the patrolman or investigator involved must recover the items of evidence personally. Normally however, in most situations involving major crimes or suspicious deaths, uniformed officers and/or investigators should be required to completely isolate the crime area, and then summon competent technical assistance to search for and collect all available evidence.

Towards this end, we again quote Superintendent O. W. Wilson of the Chicago Police Department, who stated:

"The search of crime scenes for physical evidence calls for the services of specialists supplied with essential equipment and assigned to each tour of duty so as to be available at any hour. The use of evidence technicians for this purpose makes possible the best investigation because (1) the investigation is undertaken immediately, or with minimum delay; (2) qualified officers who have undergone intensive training are responsible for it; (3) more expensive, delicate, and complete equipment may be provided since those using it are specially trained; and (4) greater use is made of laboratory facilities since more physical evidence is brought in for examination. The evidence technician because of this greater skill saves time and insures an increased proportion of crimes cleared by arrest.."

The individual selected as an evidence technician would receive specialized training by crime laboratory technical experts in crime scene examination -- the art of collecting, preserving, and transporting evidence from the crime

scene to the laboratory; and would be available to render his services to all police units on a 24-hour basis. In addition, it is advisable that he receive training in the operation of the breathalyzer unit, appropriate camera equipment, and the lifting of latent fingerprints. The advantages of using full-time evidence technicians to collect all items of evidence include the following:

1. constant exposure to crime scene problems sharpen an officer's ability to search and recognize valuable evidence (which would probably be overlooked by others);
2. the evidence technician learns through training and daily association with laboratory specialists which articles have evidentiary value and are susceptible to effective examination;
3. enhanced effectiveness in recovering, handling, and transporting items of evidence and in recording crime scene characteristics which require special training and equipment;
4. the technician is able to concentrate and devote his full time to evidence discovery and recovery;
5. the application of these specific skills will aid in insuring the admissibility of physical evidence in court proceedings, and,
6. investigators and uniformed officers are free to provide greater attention to details of the investigation and to search for and question witnesses and perpetrators.

TECHNICAL AIDS AND MATERIALS

The following are investigative aids that may not be in general use, but have proven highly effective to police agencies utilizing them:

1. Five Finger Classification Card:

A system of giving a numerical count for filing separate cards on right and left hands to further identify suspects leaving latent prints at crime scene.

2. Dip-Pak #661 (Cellulose Acetate Butyrate) (\$1.02 per lb.)

Mfr: Fidelity Chemical Products Corporation
470-474 Frelinghuysen Avenue
Newark, New Jersey

This is an inexpensive material used for making casts of toolmark impressions. It can be melted with a match in a few seconds, can be pushed into the impression, and sets up in less than 20 seconds. It reproduces excellent detail capable of laboratory identification and is re-usable.

3. Lift Print Material

A low cost piece of neoprene used for lifting shoeprints in dust. Can be used repeatedly without deterioration.

Ref: LAI Bulletin, Vol. 8, No. 1, January, 1958
Comparison photos of print lifted from corrugated cardboard box: Photo of sole of shoe worn by suspect.

4. Restoration of serial numbers

A simple and inexpensive method based on magnetic principles for restoring obliterated serial numbers and identification marks.

Ref: Journal of Criminal Law and Criminology and Police Science, Vol. 50, January-February 1960, p. 519.

5. Use of Fluorescent materials

Placing such a powder in the vehicle or on tools used by the suspect. If such materials are found at the scene of a burglary, this information may be valuable as an investigative lead, or if properly used, as court evidence. One department has a chemist who prepares a special powder for each case that is like no other powder. This personalizes the make.

If information is received that a certain burglary operation is going into effect on a given date, the target area, such as a safe, can be marked with a similar powder. A mark can be used as evidence.

6. Trace evidence:

Anyone who commits a crime may leave trace evidence from his person or take trace evidence from the scene on his person. The crime scene must be approached with an open mind as far as the type of evidence is concerned. No list of such evidence would be complete as the technically trained, imaginative investigator will not only consider what has been found on other cases, but will find new and unique evidence. This theory should be instilled in investigator training.

7. A portable alarm system can be easily installed in a suspected burglary target area. The device will alert the station by a pre-arranged "beeper" code that entry has been made into the building. The advantage is in man-hours saved by relieving stakeouts.

8. Photography

- a. A telephoto lens for both movie and still cameras.
- b. Miniature camera equipment.
- c. High-speed and infra-red film for use under poor lighting conditions.
- d. Infra-red viewing equipment for night surveillance.
- e. Color photography:
 - i. For more accurately depicting property as an aid to identification (jewelry, furs, clothing);
 - ii. for more accurately depicting facial features;
 - iii. for more accurately depicting crime scenes and many forms of evidence;
 - iv. projected slides are valuable for line-up type (life size) viewing and in training programs.

9. A palm print file on a selective basis.

10. Radio transmitters capable of being attached to suspect car by magnetic attachment for surveillance purposes.

11. A microfilm viewer with 14 x 14 inch viewing screen, and cartridge loaded 16mm film that holds approximately 2,000 or 3,000 photographs of known offenders, both in black and white or color, broken down into age and height groups, and criminal specialty groups. Also available in the viewer line is a portable viewer that may be transported to a victim at his home or business location.
12. Home invasion investigative questions that an investigator can use in finding a parallel point between robbery victims, generally these associated questions will lead to one of the offenders (a possible finger man)-- i. e., robbery victims going to same restaurant, parking their car at the same garage, and leaving their auto key-ring with their house keys attached, etc.
13. If an identification cannot be made from viewing photos, the investigator can obtain a composite facsimile of the wanted person through the use of: (a) I-Denti-Kit with its clear plastic overlays of numerous sizes and types of noses, eyes, ears, chins, cheeks and styles of hair, or (b) by use of a department artist for composite drawings in which the complexion of offenders may be colored by the artist.

Particular attention should be paid to those technical aids which assist in identification of motor vehicles. The motor vehicle not only may itself be the proceeds of a crime, but it also affords the offender a high degree of mobility in the commission of a crime. Liaison should be established with such agencies as the American Association of Motor Vehicle Administrators, the National Committee on Uniform Traffic Laws and Ordinances, the National Conference of Commissioners on uniform state laws and other agencies to lend their support to:

- a. secure passage of uniform title legislation in the remaining non-title states;
- b. secure passage of uniform legislation making it a criminal offense to forge or counterfeit any certificate of title or manufacturers certificate or origin for a motor vehicle.

Also available to the law enforcement officer are the aids and services of the National Auto Theft Bureau (NATB) among which are:

- a. the national stolen vehicle file;

- b. microfilm files listing automobile assembly and shipping information;
- c. a published manual for automobile identification.

Further, the Automobile Manufacturers Association publishes a manual with photographs of current vehicles for make and model identification purposes.

EVALUATION

PROGRAM EVALUATION

Two follow-up contacts with participants were made subsequent to the seminar sessions. The first, on February 25, 1966, asked for participant comments on the seminar program itself. Findings relating to the program and the desirability of similar projects in the future are reviewed below:

1. All participants favored the committee and workshop structure.
2. Some thought that the total length of the seminar (4-1/2 days) was not enough to produce an exceptional product. More time for review and rewriting would have been welcomed. It was also felt that more demonstrations of equipment and techniques and fewer lectures would have helped.
3. The critique committee system was generally favored (with two exceptions). It was found that initial reluctance to engage in peer criticism could be overcome by strong leadership from the chairman.
4. It was thought that the manner in which department heads participated could be changed in future programs so that they would assume a more active role in the development of recommendations. One department head suggested that the chiefs sit in committee meetings as observers so that the seminar product would be communicated to them with greater impact and they would feel more a part of the process.
5. The facilities used were generally praised especially for their isolated location which served to stimulate group interaction. The contrast of this setting to the normal urban environment in which most of the participants conduct their usual business was thought to contribute to concentration on the problems at hand.
6. Participants thought that future seminars in the following subjects would be useful:
 - (a) Role of patrol in juvenile and adult crime
 - (b) Arrest, search and seizure

- (c) Management practice
 - i. manpower utilization,
 - ii. recruitment and retention
 - iii. general

- (d) Training programs
 - i. recruit
 - ii. in-service
 - iii. teaching techniques, etc.

- (e) Crowd control

- (f) Inter-group relations

- 7. The employment of outside professional public relations assistance in police agencies.

Some of the respondents offered further commentary upon the program. Here is an example which seemed to sum up group opinion:

The seminar was a refreshing demonstration of the abilities of representatives of law enforcement from widely separated jurisdictions in communicating and examining mutual problems and solutions.

Perhaps more staff attention should be given at inception to the problem of breaking down the inhibitions which result from police operations as they may exist in any given community. Participants must be encouraged to presume a sort of "utopian" atmosphere in examining and searching for solutions to problems - i. e., not let their imaginations be restricted because of awareness of the futility of a given procedure, system, plan, or whatever - because of past experience in their own particular jurisdiction.

PROGRAM IMPLEMENTATION

On May 16, 1966, participants were queried by mail to determine what, if any, study or implementation of program or technique had been instituted in their departments that they could relate to the seminar product. Here are some of the comments produced:

Edmund L. McNamara, Commissioner; Herbert F. Mulloney, Superintendent,
Boston Police Department:

On March 1, 1966 ... seven additional "marked" patrol cars of our Tactical Patrol Force were assigned, one to each of the seven highest crime sectors, and instructions have been issued to the officers operating same to devote as much time as possible to preventive patrol answering only calls of a serious nature. During the first two months of the new program, street crimes such as robbery, aggravated assault and burglaries were reduced by 5 percent.

We have employed Field Interrogation forms over the past one and one-half years and find they serve a useful purpose. In addition, our officers are supplied with what we call "Operation Sixteen" stop cards. This operation consists of stopping those motor vehicles being driven by persons appearing to be under sixteen years of age to check their licenses and registrations. Through the use of the latter, plus full publicity for the program, we have reduced our auto thefts during the first four months of this year as compared with a similar period in 1965.

A study is being made at the present time of the Anti-Burglary Ordinances of Oakland, California, with a view to implementing same into our operation if the Law Department of the City of Boston renders an opinion that it is possible to do so under the statutes of the State of Massachusetts.

Otto Kreuzer, Chief of Detectives, Chicago Police Department

It is impossible to measure potential results of a workshop. The police personnel who were assembled in the committees of the workshop were not frequently in a position of authority to implement the many fine suggestions received. The men are career officers and through education and exposure to new strategies, new attitudes, innovations and procedures, implementation years later seldom can be identified with the original idea source.

Henry J. Sandman (now Director of Public Safety, Cincinnati, Ohio - formerly Chief of Detectives)

The plan is to wait for the finished product and then it will be reviewed with needed action to take advantage of the suggestions of the workshop. I assure you the review will be made by at least all bureau heads, in addition to the chief and the director of safety.

W. C. Fannin, Captain, Dallas Police Department

The Burglary Committee suggested that scenes of frequently burglarized business houses be examined with the thought that some improvement in the plan layout might prevent future burglaries. We have, for a long time, maintained a list of locations which have suffered more than one burglary. We are now causing an inspection to be made by detectives in an attempt to determine just why this particular location is more susceptible to burglaries than others.

M. W. Stevenson, Deputy Chief, Dallas Police Department

We are at this time in the process of having cards printed designed to educate business people in obtaining a better description of hijackers by setting out questions to which the police would like to have answers as quickly as possible, and encouraging them to concentrate on the descriptions.

Wallace Van Stratt, Detective Captain, Michigan State Police

My personal benefits can be categorized into personal relationships and a better insight into the problems of policing a big city.

Thomas J. Gleason, Deputy Inspector, New York City Police Department

Since my return to New York I have appeared on a radio program, spoken before interested groups and helped several newspaper men prepare articles on the subject of burglary prevention. While this is excellent, I feel that the educational effort should be intensified. I am attempting to do this with the members of my command. When I receive a copy of our manuscript I would like to have some of the features reproduced and disseminated throughout the department.

Robert Preston (now Chief of Police, formerly Deputy Chief of Police, Oakland, California)

One thing that participation and exposure to others helped crystalize in my mind relates to public relations or community relations. You may recall some limited discussions regarding the advisability of police departments engaging paid professional public relations personnel or publicity staffs. Since my return to Oakland, this thought has stayed with me and I was favorably impressed a short time ago when our new City Manager independently voiced some recognition of a similar need for city government as a whole.

Lawrence McKee, Lieutenant, Oakland Police Department

Shortly after returning to Oakland from Virginia, I met with Mr. Lee Cole, Chief Special Agent for the National Automobile Theft Bureau in San Francisco. The purpose of the meeting was to explore the possibility of developing a program that would (a) create an awareness in patrol division officers of the critical auto theft problem, (b) provide them with realistic and practical information for field use, and (c) enable adjoining departments to unite in a coordinated field operation wherein there would be a maximum utilization of patrol division personnel.

Concentrated patrol in a locality that is experiencing an exceptional number of thefts will frequently deter further activity there, but the action will move elsewhere in the city, or into the adjoining city. We determined to gain a joint effort with adjacent cities in the metropolitan area.

A series of meetings were attended by representatives of all departments on the east side of San Francisco Bay from Richmond to Fremont. Mr. Cole served as coordinator. All departments agreed to participate; however, it is noteworthy that the degree of enthusiasm shown was proportional to the severity of each department's particular problem.

The essence of the first meeting was most important. Ranking officers and detectives familiar with the intricacies of auto theft and stripping operations were unanimous that the success of such a program depended upon the fact that the field officer must be adequately informed and equipped. A special information bulletin was prepared and distributed to all the departments for presentation by experts in this subject. In addition, each agency prepared a bulletin describing known active auto thieves in their respective jurisdictions for distribution to all other agencies.

A second meeting was held three weeks later to review the training program, to devise an operational outline and to select a target date. It was important that each department provide experts (auto theft detectives) to back up their patrol officers who might need on the spot assistance. In addition, the NATB would furnish experts to work with several departments. To meet this requirement the NATB turned out its entire San Francisco office and brought in an agent from the Los Angeles office.

My workshop committee at Airlie House was requested to devote its "... attention to the crime prevention potential of police operational forces...

problem analysis, proper deployment, effective direction and adequate training... (in order to gain) the most effective use of non-investigating field personnel." The interdepartmental operation described above is in keeping with the scope of this objective.

The workshop committee made four major recommendations that would materially assist and increase the effectiveness of non-investigative field personnel:

1. That all 50 states employ the use of EDP similar to that of the Auto-States program now in effect in California and be joined in a common system.
2. That all 50 states employ the use of standard forms for the restriction of vehicles and licensing of drivers.
3. That the vehicle identification numbers given to automobiles by the manufacturers be uniform in location and sequence.
4. That police departments genuinely interested in combatting the problem of auto theft and stripping train their officers to the fullest possible extent.

In this last category I feel that we have cut a deep notch for the efforts expended at the seminar.

Note the decrease in 1966 thefts as compared to 1965. As of this date, Oakland has 92 less actual thefts than for the same period in 1965. This is the first time in eight years that such a trend has been shown.

Curtis Brostron, Chief of Police, St. Louis Police Department

Major Matteson submitted a report recommending that consideration be given to the adoption and implementation of the following six suggestions:

1. Open lots used for selling cars should be fenced.
2. Revoke operator's license of juveniles who violate the curfew ordinance.
3. Business burglary prevention through minimal security standards prescribed in a city ordinance.

4. Radio recall system for police vehicles.
5. Visual handgun classification brochure to assist victims of crimes in the identification of handguns.
6. Automation of bench warrant system.

The planning and research division was directed by me to coordinate these matters and keep the project open until implementation is achieved.

Current status of the suggestions is as follows:

Suggestion: Open car lots to be fenced

Current Status: Not applicable

Suggestion: Revoke drivers license of juveniles who violate curfew.

Current Status: In process of being implemented.

Suggestion: Business burglary prevention

Current Status: In process of being adopted. Assigned to Public Information Unit.

Suggestion: Radio recall system for police vehicles

Current Status: Not applicable

Suggestion: Visual handgun classification brochure

Current Status: Adopted and implemented

Suggestion: Automation of bench warrant system

Current Status: A locally derived system has been adopted and is in the process of implementation.

T. J. Cahill, Chief of Police, San Francisco Police Department

There are always benefits to be derived from an exchange of thoughts, ideas and information such as takes place at a workshop of this type. Many of the procedures and programs discussed have been in effect in this department at appropriate times. One of the programs discussed at the workshop dealt with the issuing of information bulletins improving

communications within a department. As a result, we are presently making a concerted effort to issue meaningful information bulletins each week.

Charles J. Corcoran, Captain, Metropolitan Police Department, D. C.

The department has given wide publicity to its new emergency telephone number (444-1111) by placing placards in D. C. Transit vehicles and by distributing placards in public and private buildings. The Telephone Company has published it in its monthly news letter to all residents of the District of Columbia. The recommendations of the committee to use other mobile communication facilities to enlist aid in the location of offenders was implemented on March 5, 1966, when the department entered into an agreement with the Potomac Electric Company, the Washington Gas Light Company and the Bureau of Traffic Engineering and Operations of the District of Columbia Government to broadcast to their mobile equipped units police lookouts for persons or vehicles wanted for serious crimes.

John J. Williams, Inspector, Metropolitan Police Department, D. C.

Prior to my participation in the workshop, this department had already instituted a program of public awareness relevant to auto theft, with a school program which included lectures and a film on the subject. This program has now been expanded to include the displaying of large posters throughout the city bearing the legend "lock your switch" and the affixing of small stickers bearing the same wording to parking meters. This program is to be carried out in conjunction with intensified radio and television coverage.

CONCLUSION

These commentaries confirm the seriousness with which the seminar participants apparently addressed the issues at hand. It is believed that additional efforts of a comparable type would serve these purposes:

1. Increased exposure to unstructured, unrestricted "think-sessions" should improve the ability of police managers to explore new solutions to old problems with imagination and willingness to depart from traditional thinking when appropriate.
2. Encourage free exchange of ideas without the interruption of daily routine.

3. Provide a setting to explore new ways of managing specific police activities, patrol commanders, for example, have very few opportunities to meet with their counterparts from elsewhere.
4. Similar seminars between police executives and executives of other governmental activities might bring about closer working relationships and better understanding of mutual problems.

In conclusion we feel that this initial effort, while not producing any new innovations of earth shaking proportions, has caused the participants to appreciate the nature of their problems from a broader perspective and was a beneficial intellectual exercise.

ROSTER

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