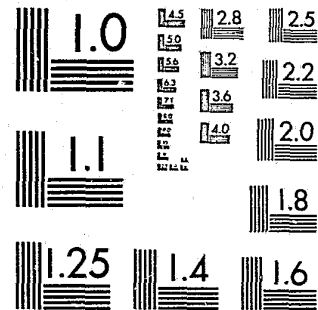


National Criminal Justice Reference Service



This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

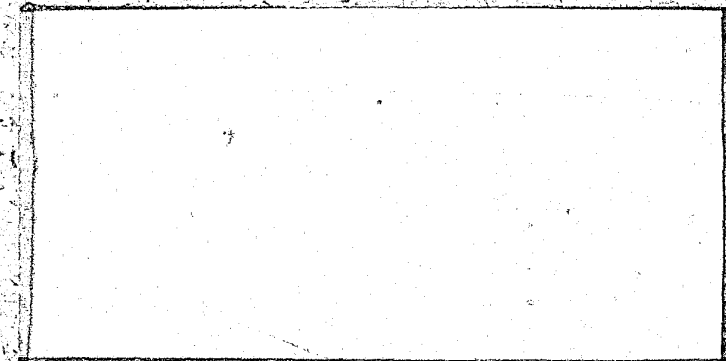
Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

2/10/84

WORKING PAPER:



91559



THE URBAN INSTITUTE
WASHINGTON, D.C.

91559

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by
Public Domain
U.S. Department of Justice
to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

March 2, 1979

~~X~~ Managing Criminal Investigations in
Birmingham, Alabama:
A Case Study

by
Katrinya J. Regan

Points of view or opinions stated in this document are those of the author(s) and do not necessarily represent the official position or policies or the U.S. Department of Justice or of The Urban Institute.

PREFACE

In 1976 the Office of Technology Transfer, part of the National Institute of Law Enforcement and Criminal Justice in the United States Law Enforcement Assistance Administration, awarded grants to five police departments to test a process for managing criminal investigations. Generally speaking, this concept involves augmentation of patrol role; reassignment/decentralization of detectives; case screening; police/prosecutor relations and monitoring investigations.

The sites chosen for this test were Birmingham, Alabama; Montgomery County, Maryland; Rochester, New York; St. Paul, Minnesota; and Santa Monica, California.

In late 1976, The Urban Institute received a grant to evaluate this project. During 1977 and 1978, Urban Institute staff visited the sites numerous times and evaluated their managing criminal investigations programs.

An individual case study has been prepared describing the background setting, planning, implementation and results of the managing criminal investigations program at each site.



THE URBAN INSTITUTE

2100 M Street, N.W., Washington, D. C. 20037

MANAGING CRIMINAL INVESTIGATIONS IN BIRMINGHAM, ALABAMA:
A CASE STUDY

I. INTRODUCTION

II. THE BIRMINGHAM SETTING AND POLICE DEPARTMENT

- A. THE BIRMINGHAM SETTING
- B. THE DEPARTMENT
- C. MCI PROGRAM ORIGINS
- D. PLANNING FOR THE LEAA MCI DEMONSTRATION
- E. THE MCI GRANT BUDGET
- F. DATA AVAILABILITY

III. THE CURRENT MCI PROGRAM

- A. DECENTRALIZING THE CRIMES AGAINST PROPERTY BUREAU
- B. TRAINING FOR MCI
- C. AUGMENTATION OF THE PATROL ROLE
- D. CALL SCREENING
- E. WARRANT ASSESSMENT CARD
- F. CASE MANAGEMENT FILE
- G. CASE SCREENING THROUGH SOLVABILITY
- H. PROGRAM MONITORING

IV. OUTCOMES OF THE MCI PROGRAM

- A. CASE SCREENING
- B. ARREST ANALYSIS
- C. PROSECUTION ANALYSIS

V. AFTER THE MCI GRANT PERIOD

APPENDIX A

LIST OF TABLES

	PAGE
II-1 BIRMINGHAM POLICE DEPARTMENT TOTAL PERSONNEL	II-3
II-2 BIRMINGHAM POLICE DEPARTMENT DETECTIVE BUREAU PERSONNEL	II-3
II-3 REQUESTED AND ACTUAL EXPENDITURES FOR THE MCI GRANT	II-8
II-4 DATA SOURCES FOR THE MCI EVALUATION	II-9
IV-1 CALL SCREEN OFFICER MONTHLY ACTIVITY	IV-2
IV-2 TOTAL NUMBER OF PROPERTY CRIME CASES PROCESSED	IV-3
IV-3 PROPERTY CRIME ARRESTS	IV-5
IV-4 RESULTS OF PROSECUTORIAL CASE SCREENING	IV-8

LIST OF FIGURES

II-1 BIRMINGHAM POLICE DEPARTMENT ORGANIZATION CHART	II-2
III-1 BIRMINGHAM POLICE DEPARTMENT MCI EQUIVALENCE MODEL-- WEST PRECINCT	III-3
III-2 STAFFING (NEW SYSTEM) INTEGRATION OF PATROL AND INVESTIGATIVE FUNCTIONS	III-5
III-3 CHECK OFF SYSTEM FOR MCI TRAINING	III-8
III-4 BIRMINGHAM POLICE DEPARTMENT WARRANT ASSESSMENT CARD	III-10
III-5 CASE MANAGEMENT FILE	III-12
III-6 INCIDENT REPORT	III-13

LIST OF EXHIBITS

III-1 BIRMINGHAM POLICE DEPARTMENT MANAGING CRIMINAL INVESTIGATIONS CHRONOLOGY	III-2
IV-1 TIME SERIES PLOT RATIOS FOR BURGLARY, LARCENY AND TOTAL PART I	IV-6
V-1 MEMORANDUM DESCRIBING MODIFICATIONS TO MCI PROGRAM	V-2

I. INTRODUCTION

Since 1974, the Birmingham Police Department (BPD) has been actively engaged in trying to increase overall investigative effectiveness. In October 1976, the Department was one of five which received \$135,000 from the Law Enforcement Assistance Administration (LEAA) for a Managing Criminal Investigations (MCI) program.¹

This case study traces the origins of MCI in Birmingham (dating back to the early 1970's) through the LEAA-funded program which ended in September 1978. It discusses the specific activities implemented and assesses the program outcomes.

During the past several years, the Department has instituted a managing criminal investigations program decentralizing its crimes against property detectives and screening cases in order to assign the most "solvable" cases to detectives for follow-up investigations. The entire Department was trained to introduce MCI and its components and patrol officers also receive "on the job training" in investigations. Cases also are screened at the prosecutor's office and feedback is coordinated by the police/prosecutor liaison officer.

The Department articulated two overall goals of its MCI program:

- increase arrests for serious crimes; and
- increase cases accepted for prosecution.

To date, there does not appear to be a sustained increase for either goal.

The overall ratio of arrests to crimes has generally maintained its pre-MCI rate and the results of warrant screening show little change until the end of our measurement period, when the number of warrants issued dropped.

¹. The other departments funded by LEAA at that time were: Rochester, NY; Montgomery County, Maryland; St. Paul, Minnesota; and Santa Monica, California.

II. THE BIRMINGHAM SETTING AND POLICE DEPARTMENT

A. THE BIRMINGHAM SETTING

Birmingham, known as "the Pittsburgh of the South," is a leading iron and steel center. Other major industries include transportation equipment, construction materials, chemicals and food processing. The Birmingham campus of the University of Alabama covers 236 acres adjacent to downtown. By 1980, the \$100 million complex is expected to overtake U.S. Steel as the area's biggest employer. And, by 1990, about one in fifteen of the city's more than 300,000 residents will be university employees, students, or both.

B. THE DEPARTMENT

In 1977, the Birmingham Police Department employed 679 sworn personnel and 155 civilians. Figure II-1 is an organization chart of the department. The department is divided into four patrol precincts; with the exception of crimes against property detectives who are assigned to precincts, all other detective operations are centralized. Table II-1 shows the overall department strength from 1971 to 1977. Table II-2 shows the Detective Bureau strength from 1971 to 1978. During 1976, the year the department received LEAA funding for this MCI program, the Detective Bureau lost 16 property investigators who were assigned to the precincts. At the same time, the Major Felony Squad gained three members by 1978. The number of detective personnel decreased during 1976 as did the total number of sworn personnel.

BIRMINGHAM, ALABAMA POLICE DEPARTMENT Organization Chart

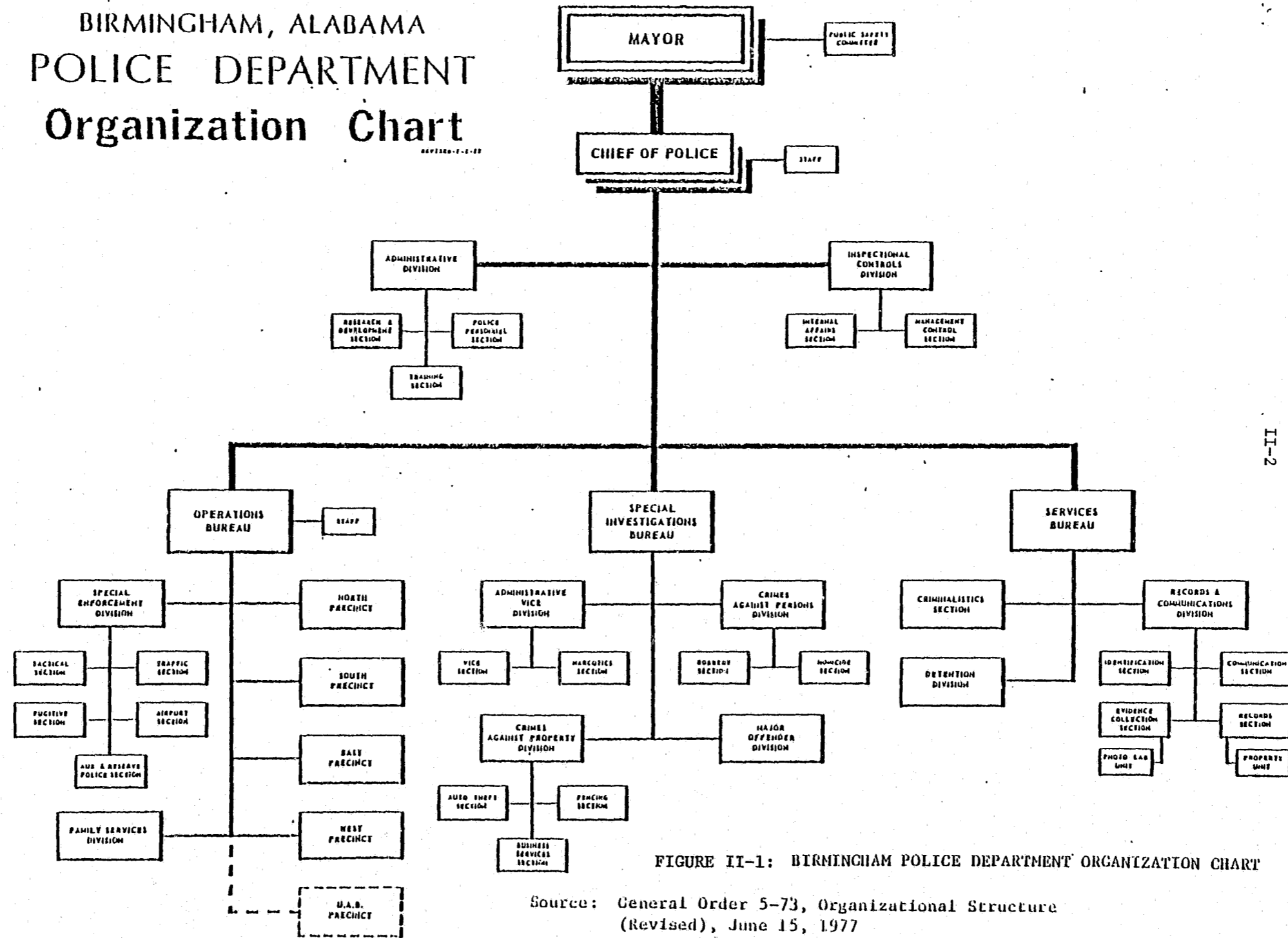


FIGURE II-1: BIRMINGHAM POLICE DEPARTMENT ORGANIZATION CHART

Source: General Order 5-73, Organizational Structure (Revised), June 15, 1977

II-2

TABLE II-1: BIRMINGHAM POLICE DEPARTMENT
TOTAL PERSONNEL

	1971	1972	1973	1974	1975	1976	1977
Sworn	575	598	637	652	644	619	679
Civilian	99	104	121	125	137	110	155
Total	674	702	758	777	781	729	824

TABLE II-2: BIRMINGHAM POLICE DEPARTMENT
DETECTIVE BUREAU PERSONNEL¹

DETECTIVE DIVISION	1971	1974	1975	1976	1977	1978
TOTAL	98	86	91	66	69	67
DEPUTY CHIEF			1	1	1	1
MAJOR FELONY			8	11	10	8
VICE			18	18	16	16
CRIMES AGAINST PERSONS			20	15	18	19
CRIMES AGAINST PROPERTY			30	8	9	8
AUTO THEFT			7	6	7	7
BUSINESS SERVICES			7	7	8	8

Source: Birmingham Police Department Crime Analysis Unit

1. Data unavailable for 1972 and 1973.

In 1975 the department budget was slightly over ten and one half million dollars; at that time the per capita city expense for police services was \$21.92 per year.

C. MCI PROGRAM ORIGINS

This section describes those parts of Birmingham Police Department's procedures for managing criminal investigations that were initiated in the department as early as 1974, prior to Birmingham's official participation in the LEAA-funded MCI program. Because the program evolved over a number of years, this chronological narrative is being presented in lieu of an extensive series of program models which would of necessity be developed so long after initial program planning that the likelihood of their being accurate is low. The MCI program as it was expanded with LEAA funding is discussed in the next chapter.

The Birmingham Police Department has been working on the management of the criminal investigative process, focusing on property crimes, since 1974. At that time, Sumrall and Associates, a local consulting group, completed a study of the Department's response to dealing with property crimes. The report recommended that specialized in-service training be provided for patrol officers and civilian employees so the foundation on which investigative work is based would be sound. The program worked with property crimes, rather than crimes against persons, because crimes against persons are generally viewed by the police, and the community which they serve, as being more serious than property crimes and less subject to an early case closure system which considers solvability factors in allocating investigative resources.

Prior to the LEAA-funded MCI project, Birmingham already had implemented case screening and warrant screening processes and had established a police/prosecutor liaison position. Each is discussed below.

1. CASE SCREENING: USE OF NIR CLASSIFICATION IN INVESTIGATIONS

Department analysis of property crime detective workload in 1974 revealed that most of the cases assigned involved insurance claims and required little or no further investigation. In order to reduce the time spent on property crime cases with little expected yield, a case screening process was initiated in June 1976. Specifically, cases were classified as "further investigation required" or "No Investigation Required (NIR)." The NIR cases were routed to a patrol officer assigned to the property crimes division. This officer was responsible for contacting the complainant and for filing any further reports needed to close out the case or, on the receipt of new information, for returning the case for further investigation by a detective. The effect of this case screening process was to significantly reduce the case load on detectives. Prior to the screening process, detectives were responsible for 75-100 cases per month; currently, detectives are assigned between 12 and 16 cases per month. Presumably, the greater attention given to these cases would pay off in a higher percentage being brought to warrant.

2. WARRANT SCREENING BY PROSECUTOR'S OFFICE

In early 1975, the Prosecutor's office also initiated a case screening process as part of the procedure for obtaining a warrant. Screening forms filled out by the Department include a case history sheet; felony intake and screening sheet; and forms for crimes against persons and victimless crimes. These forms are screened in the Prosecutor's office to ensure that

all conditions for obtaining a warrant have been met. Prior to instituting the new process, the warrant forms had been filled out by the Department and taken directly to the Magistrate. Often, cases were too poor for a warrant to be issued, or, if one was issued, the case proved not to be strong enough to be accepted for prosecution.

3. POLICE/PROSECUTOR LIAISON

In early 1974, the position of Police/Prosecutor Liaison Officer was created. The main functions of this officer are to work with the District Attorney's (DA) office to prepare cases for trial, and to facilitate communications between the DA's office and the Department. This increased communication was designed to take two forms. First, at an administrative/procedural level, the Police/Prosecutor Liaison Officer is responsible for ensuring that police officers appear in court when their testimony is needed for prosecution, and that they are not requested to appear when their testimony is not needed. Prior to introducing this liaison, D.A.'s had at times called police officers into court who may have been the first to arrive at the scene or a particular crime and filed the initial incident report, but had not been at all involved in the subsequent investigation. Then, several months and hundreds of similar incidents later, after spending a day in court waiting to be called, the officer's testimony had proven to be of minimal importance because he was unfamiliar with any of the subsequent developments in the case which had brought it to prosecution. At a second level, the Police/Prosecutor Liaison Officer is also responsible for monitoring all cases presented for prosecution, and assisting the police officers and detectives to develop information and evidence in a manner that will best further the prosecutions. The overall intent of the increased Police/Prosecutor

coordinating aspect of the program was to lower the dismissed and rejection rates for cases by better directing the efforts of the Department towards gathering and divulging the information which the Prosecutor's office needed to effectively prosecute the cases in the court system.

D. PLANNING FOR THE LEAA MCI DEMONSTRATION

In early 1976, LEAA contacted the Birmingham Police Department to assess the suitability of the Department for participation in the national MCI demonstration. That spring, the Department was invited to submit a proposal which was subsequently funded.

The Department cited several problems as the reason for seeking federal support of their ongoing efforts to manage their crimes against property investigative process. Specifically, they mentioned:¹

- Variability regarding whether or not case is well founded
- Fairly routine use of evidence technicians
- Variability in quality of preliminary investigation report
- Dispatch demands on patrol officers requiring rapid handling of initial investigations
- Absence of uniform criteria for determining which cases should be allocated as not requiring investigation
- Problems in managing cases not requiring additional investigation
- Absence of an effective communication system between patrol and investigation
- Time required in processing cases for prosecution
- Heavy caseloads of detectives frequently prohibit expeditious handling of new cases

1. MCI Field Test Program Plan, Birmingham Police Department, March 1977, p. 7.

Actual Department MCI activities undertaken are discussed in the next chapter.

E. THE MCI GRANT BUDGET

The total LEAA grant for the Birmingham MCI Program was \$135,000, spread over a 24 month period. Because much of the program involved reorganization of existing manpower resources, and the development of new forms and procedures to replace existing case management activities, the cost of the program was minimal. In fact, the bulk of grant money (over 63%) was allocated to the salaries and fringe benefits of the five new employees hired for the program. The budgeted and actual expenditures of grant funds is shown in Table II-3.

TABLE II-3: REQUESTED AND ACTUAL EXPENDITURES FOR THE MCI GRANT

Item	Requested Budget	Expenditures as of February 28, 1978
Personnel ¹	\$ 89,717	\$ 85,950
Travel	6,000	7,500
Equipment & Supplies ²	10,163	14,950
Contractual ³	24,570	22,050
Other	<u>4,550</u>	<u>4,550</u>
TOTAL	\$135,000	\$135,000

1. Includes salary and fringe benefits for one statistician, one intermediate clerk and 4 stenographers, and overtime for training and contractors.
 2. Primarily for office equipment.
 3. Consultant fees.

F. DATA AVAILABILITY

This evaluation was designed to address two major types of questions:

- what was implemented?
- what was the outcome?

The main data sources are shown in Table II-4. Interviews with Department personnel also provided significant information.

TABLE II-4: DATA SOURCES FOR THE MCI EVALUATION

DATA SOURCE	DESIRED USE	HOW DATA USED IN EVALUATION
MCI Grant Application	• Source for objectives and plans for MCI program	• Used to develop preliminary program model
MCI Field Test Program Plan	• Source for overall program plan	• Used to develop preliminary program model
Quarterly Progress Reports	• To ascertain progress on reaching program goals	• Used as planned
MCI Field Test Evaluation Report	• Source for Prosecutorial case screening data	• Used as planned
UCR Crime and Arrest Statistics	• To ascertain changes over time	• Used as planned
Personnel rosters	• To ascertain changes in department structure and strength	• Used as planned
Precinct Coordinator Reports	• To examine results of case screening	• Used as planned
Central Coordinator Reports	• To assess case preparation	• Used as planned

III. THE CURRENT MCI PROGRAM

A number of changes in the property crime investigative process were introduced at the time the Department received its MCI grant. These changes, in addition to the activities already discussed, were designed to achieve two overall departmental outcomes:

- Increase the arrests made for serious crimes
- Increase the cases accepted for prosecution

A chronology of the changes made in instituting the MCI program is shown in Exhibit III-1. This chronology includes program changes made prior to receiving the MCI grant, as well as those made subsequently.

The paths of a crimes against property case as currently handled by the Department are illustrated in Figure III-1. The points at which screening occurs include:

- When call comes into department and decision is made whether or not to send patrol car;
- When solvability factors are rated to determine whether case will be assigned to a detective or not.

A. DECENTRALIZING THE CRIMES AGAINST PROPERTY DIVISION

In September, 1976, the existing precinct boundaries were realigned to form four patrol precincts. Patrol personnel were reassigned to staff all precincts, and the Crimes Against Property Division was reorganized. Sixteen detectives were reassigned from centralized units to the four precincts in order to handle general crimes against property in concert with precinct staff. The intent was to make them more responsive to the on-scene and

EXHIBIT III-1

BIRMINGHAM POLICE DEPARTMENT MANAGING CRIMINAL INVESTIGATIONS CHRONOLOGY

1974	Sumrall & Associates report on Department's response in dealing with property crimes resulted in Department providing specialized in-service training for patrol officers and civilian employees.
February 1974	Police/Prosecutor liaison Officer position established.
	Initiated use of NIR classification in investigations; no follow-up required for certain cases.
February 1975	Case screening initiated in Prosecutor's office.
September 1976	Precinct boundaries realigned to form 4 patrol precincts.
	Property crimes detectives reassigned from the centralized investigations section to 4 patrol precincts.
October 1976	MCI program funded.
April 1977	Department-wide MCI orientation and training.
	Warrant Assessment Card introduced.
May 1977	New offense report with solvability factors introduced.
	Case envelope form introduced.
July 1977	Call Screening Officer position established.
September 1977	Investigative training rotation for patrol officers initiated.
September 1978	LEAA MCI Grant ended.

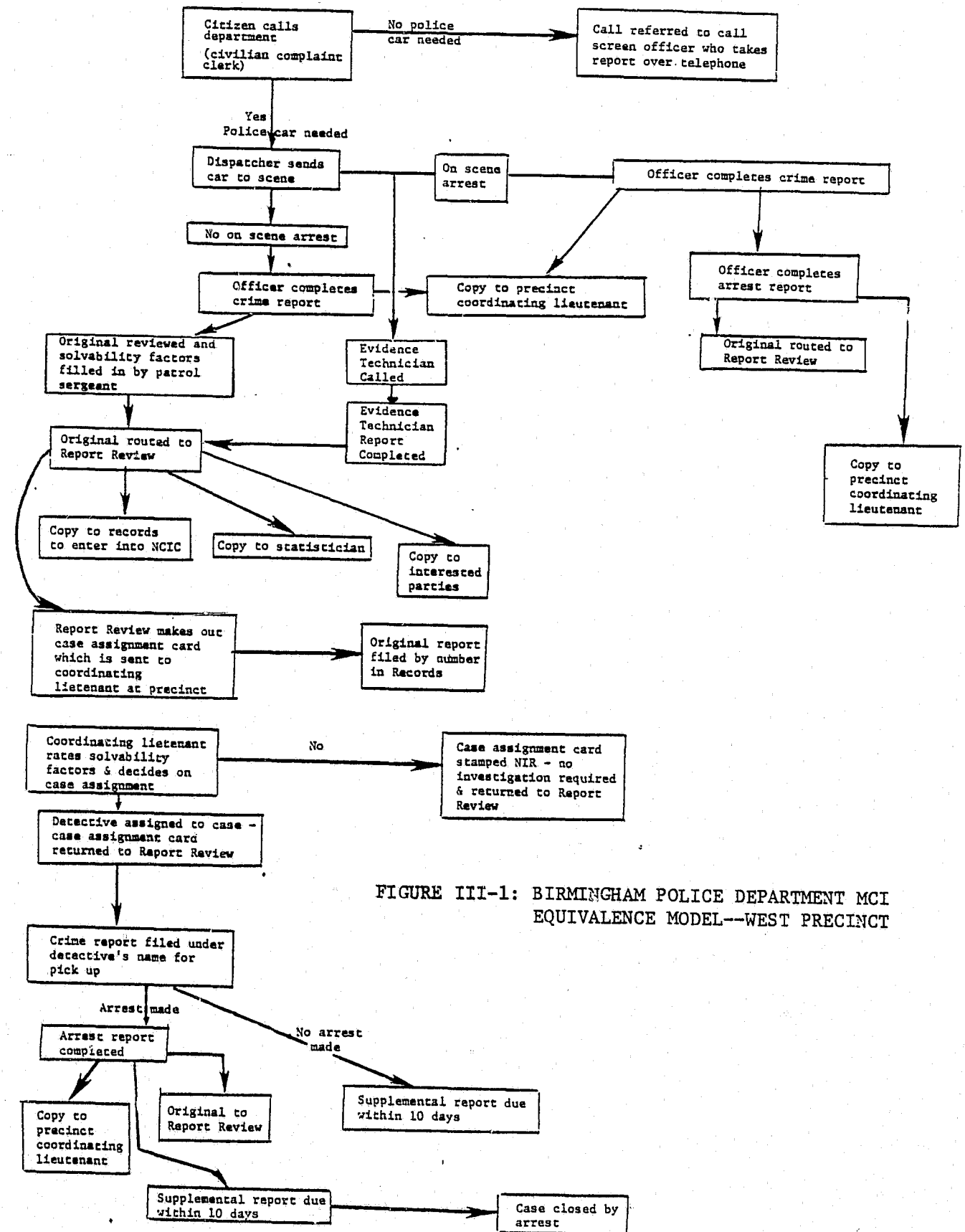
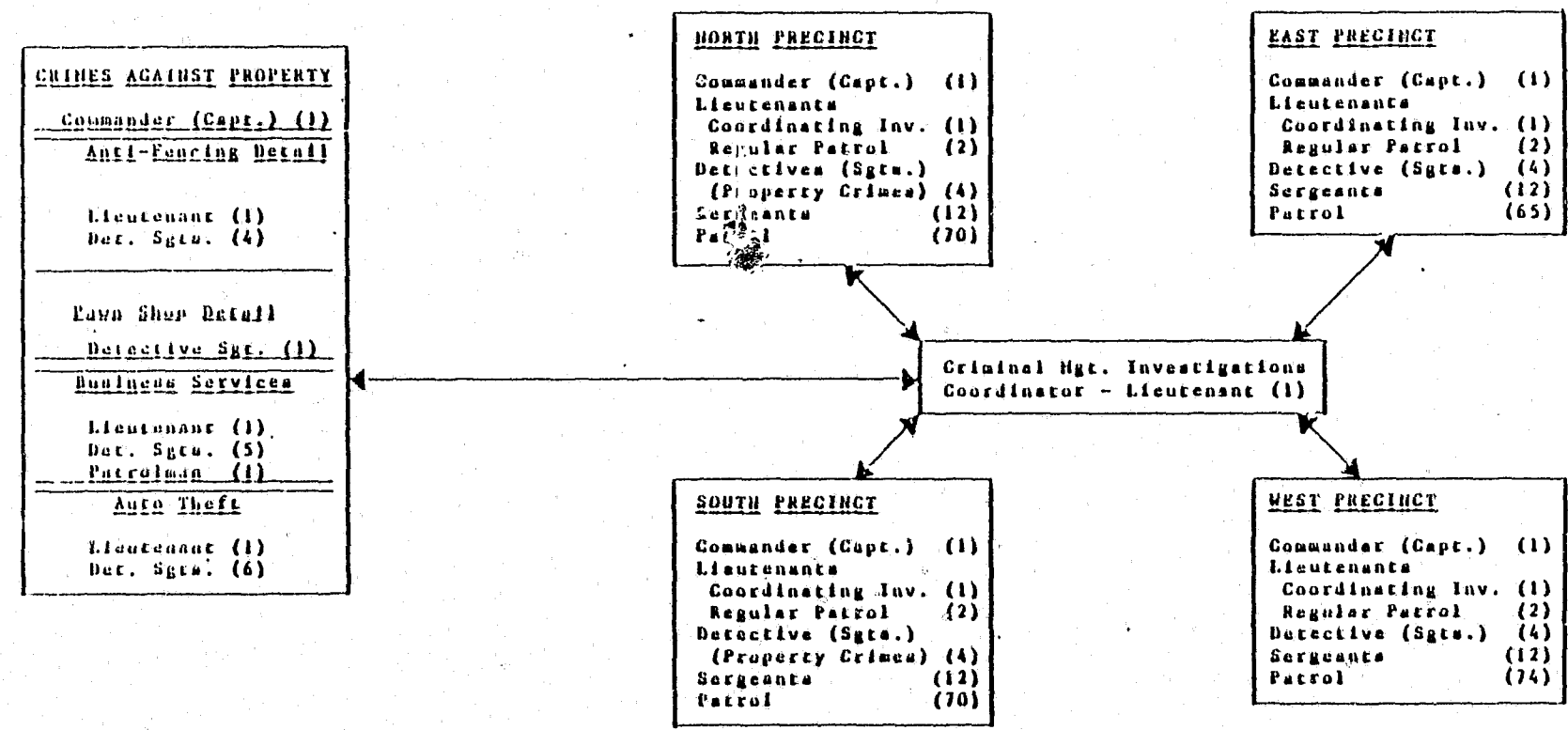


FIGURE III-1: BIRMINGHAM POLICE DEPARTMENT MCI EQUIVALENCE MODEL--WEST PRECINCT

special investigative needs of burglaries and larcenies. Prior to that time, the Crimes Against Property Division crime division had been centralized as are the other detective divisions--Crimes Against Persons Division, Major Offender Division and the Vice Section. Figure III-2 shows the new staffing assignments.

Two new positions were also created at this time. First, a Coordinating Investigator (a lieutenant) responsible for overseeing property crime investigations was assigned to each precinct. This new position is key to the design of the new case management strategy. Once an incident report is completed by the patrol officer and checked for accuracy and completeness by a supervisor (sergeant or above), it is sent to the precinct Coordinating Investigator for screening and analysis. The Coordinating Investigator applies the solvability criteria [adapted from the Stanford Research Institute (SRI) Case Screening Model, discussed below] and determines what immediate action is to be taken. There are three possible courses of action. Cases determined as solvable are routed to a detective or a patrol officer, depending on the nature of the case. Cases requiring additional information to apply the solvability criteria are sent back to the precinct supervisor or patrol unit to collect that information. Cases which are determined to be unsolvable are maintained in a suspended status, unless new leads result in a reassessment. Once cases are assigned for investigation, the Coordinating Investigator meets with each investigative officer to discuss the status and progress on each case. The investigative officer is also required to file a formal supplemental report within ten days of receiving each case.

The second new position created in the reorganization was a Criminal Management Investigative Coordinator assigned to the Uniform Division and responsible for overseeing the precinct coordinators. The plan calls for



III-5

Source: HCI Field Test Program Plan, Birmingham Police Department, March 1977, Page 13

FIGURE III-2: STAFFING (NEW SYSTEM) INTEGRATION OF PATROL AND INVESTIGATIVE FUNCTIONS

this Central Coordinator to receive a copy of every preliminary report for his review. He then prepares and distributes this information to all precincts to "keep them apprised of each other's current case information." This might include information from arrest reports regarding possible suspects, tag numbers on vehicles, and found property. The officer who filled the post of Criminal Management Investigative Coordinator throughout this grant period recently retired and has not been replaced.

B. TRAINING FOR MCI

During April 1977, a series of training sessions were held to formally introduce MCI to all department personnel. The training focused on the preliminary investigation, case screening and the use of solvability factors, case management (during the continuing investigation), and police/prosecutor relations. The sessions introduced new forms to be employed as part of the program, and sought to clarify the roles of police officers, detectives, precinct sergeants, coordinating investigators, the new police/prosecutor liaison officer and personnel in the D.A.'s office. The particular information requirements of each position were discussed in the hope that future reports from one to another would better provide that data.

C. AUGMENTATION OF THE PATROL ROLE

The training placed emphasis on the role of the police officer in preparing the investigative report. The Program Plan called for the police officer to "be assigned increased responsibility for conducting a thorough investigation, for evaluating whether or not the case is forwarded, for

determining the need for an Evidence Technician, and for investigative documentation." Because the initial incident report filed by this officer would provide the information used in subsequent case management screening decisions, and a detective may not ever be assigned to the case, the initial report was viewed as being most important. This was a particular concern with house burglaries and larceny cases. As the local evaluator concurred, "It became essential to this project, therefore, to not only have the patrol officer conduct a preliminary investigation, but to ensure that it was of high quality."

To better acquaint patrol officers with the total investigative process, a second type of training was initiated. Effective August 1, 1977, all patrol officers assigned to the Operations Bureau underwent "on-the-job" training in the criminal investigation process. The officers were assigned by their precinct commanders to work with one of the precinct detectives. Generally, each officer would follow a particular case from the time it was reported, through its conclusion in a trial and sentencing. Figure III-3, "Check Off System for MCI Training" lists the specific activities each officer must complete as part of this training.

D. CALL SCREENING

A special training function was added under MCI for officers who screened calls. The position was initiated in July 1977 in order to cut down on the number of calls which field units would have to make. The intent was to allocate patrol officers the extra time needed to conduct a thorough preliminary investigation and report for each incident by reducing the number of patrol calls that had to be made. Because the Department

CHECK OFF SYSTEM FOR M. C. I. TRAINING

OFFICERS NAME _____ DATE _____ CASE NUMBER _____

1. THE OFFICER WILL CONDUCT A PRELIMINARY INVESTIGATION. _____	<input type="checkbox"/>
2. THE OFFICER WILL PARTICIPATE IN THE INITIAL ARREST. _____	<input type="checkbox"/>
3. THE OFFICER WILL INTERVIEW WITNESS. _____	<input type="checkbox"/>
4. THE OFFICER WILL INTERVIEW SUSPECT. _____	<input type="checkbox"/>
5. THE OFFICER WILL ASSIST THE DETECTIVE IN EVALUATING THE EVIDENCE THAT PROVES EACH ELEMENT OF THE OFFENSE. _____	<input type="checkbox"/>
6. THE OFFICER WILL PARTICIPATE IN THE WARRANT SCREENING PROCESS. _____	<input type="checkbox"/>
7. THE OFFICER WILL PARTICIPATE IN THE PRELIMINARY HEARING. _____	<input type="checkbox"/>
8. THE OFFICER WILL PRESENT THE CASE TO THE GRAND JURY. _____	<input type="checkbox"/>
9. THE OFFICER WILL PARTICIPATE IN THE JURY TRIAL OR SENTENCING. _____	<input type="checkbox"/>

REMARKS _____

REVIEWING SERGEANT _____ DATE _____

* NOTE CASE NUMBER AFTER EACH PHASE IF MORE THAN ONE CASE NUMBER.

FIGURE III-3: CHECK OFF SYSTEM FOR MCI TRAINING

receives a large volume of requests for police services (an estimated 17,000-18,000 per month), even a small reduction in the percentage of calls requiring the use of a beat unit was felt to be significant. The position is located at the precinct level. Once a central operator determines that an immediate officer presence is not required to respond to a call for service, the call is routed to the call screening officer. If it is possible, that officer takes a report over the phone--thus obviating the need for action by a beat unit. These officers received training about the screening process, referral procedures and call handling.

E. WARRANT ASSESSMENT CARD

Three new forms were introduced in the spring of 1977 as part of the continuing MCI program. In April, a Warrant Assessment Card was instituted to facilitate police/prosecutor relations. These cards (see Figure III-4) are filled out by the District Attorney's office at the time of case screening. The completed card is returned to the Central Coordinating Lieutenant, who routes it to the Precinct Coordinating Lieutenant. If any further work is needed, the card is then used by the Central Coordinating Lieutenant and the Precinct Coordinating Lieutenant to keep close track of the case. For example, if the prosecutor needs further documentation from a medical record before recommending a warrant, he will indicate this on the warrant assessment card. That specific request will be referred to a detective or police officer, and the information or documents, along with the card, will be returned to the D.A. when the work has been accomplished. Prior to introducing the warrant assessment card, the D.A. would informally direct his request to the individual investigator. If the investigator then forgot, or failed to promptly respond, that case might fall through the cracks.

BIRMINGHAM POLICE DEPARTMENT WARRANT ASSESSMENT CARD	
DATE _____	COMPLAINT NUMBER _____
DEFENDANT _____	
CHARGE _____	
CO-DEFENDANT _____	
CHARGE _____	
VICTIM _____	
INVESTIGATING OFFICERS _____	
WARRANT ISSUED _____	REFERRED _____ REJECTED _____
REMARKS: _____	

09X-POLICE-350	

FIGURE III-4: BIRMINGHAM POLICE DEPARTMENT WARRANT ASSESSMENT CARD

F. CASE MANAGEMENT FILE

Also in April, a new case management file was introduced. All pertinent case information is now recorded on the front of the file, which serves as a quick reference to check the status of a case. The new form includes information regarding witnesses and how they can be reached, the nature of the crime, the officers involved in the case, what evidence exists and where it came from, and which step the case is at in the process of investigation and trial. A copy of this form is found in Figure III-5.

G. CASE SCREENING THROUGH SOLVABILITY

A revised offense report was initiated in May 1977 (see Figure III-6). The new form reflected four changes: a section on solvability factors was added; the narrative space was expanded; and a document section and diagram for describing a wounded person, which many felt were worthless, were eliminated. The most important change was the addition of solvability factors to the form. It called on the police officers to answer eleven specific yes/no questions for use in determining whether sufficient information was present to suggest that further investigative work on the case would be productive. Specifically, the patrol officer answered these questions:

- Was arrest made? How many?
- Was there a witness to the crime?
- Can a suspect be named?
- Can a suspect be described?
- Can a suspect be identified?

BIRMINGHAM POLICE DEPARTMENT
CASE MANAGEMENT FILE

DEFENDANT _____ RACE _____ SEX _____ DOB _____ CASE NUMBER _____

RESIDENCE ADDRESS _____ WORK ADDRESS _____

FBI NUMBER _____ HEIGHT _____ FT. _____ IN. WEIGHT _____ LBS.

IN CUSTODY: YES NO IF YES, WHERE? _____

ALIASES _____ CO-DEFENDANTS _____

OFFENSE _____ LOCATION _____ DATE _____ TIME _____

VICTIM _____
(FULL AND CORRECT LEGAL NAME-INDIVIDUAL-PARTNERSHIP-CORPORATION)

REPORTING OFFICERS _____ CONTACTED YES NO

ARRESTING OFFICERS _____ INTERVIEWED YES NO

INVESTIGATING OFFICERS _____

WITNESS _____ INTERVIEWED YES NO

WITNESS _____ INTERVIEWED YES NO

WITNESS _____ INTERVIEWED YES NO

WITNESS _____ INTERVIEWED YES NO

EVIDENCE TECH. CALLED YES NO NAME OF TECH. _____ INTERVIEWED YES NO

PHYSICAL EVIDENCE: WHAT FOUND? _____

WHO FOUND IT? _____

DISPOSITION _____

FINGERPRINTS _____ WHO TOOK LIFTS? _____ WHO MADE COMPARISON? _____ WHO MADE KNOWN PRINTS? _____

DATE	ARREST	WARRANT	PRELIMINARY	GRAND JURY	FINAL DISPOSITION	DATE OF TRIAL
DISPOSITION						

DISTRICT ATTORNEY _____ DEFENSE ATTORNEY _____ JUDGE _____

CONVICTION YES NO

BUSINESS SERVICE BUREAU AMOUNT OF CHECK _____ RECOVERED _____ DATE _____

AUTO THEFT DETAIL MAKE OF CAR _____ LICENSE _____

YIN #	VALUE
REPLACED YIN #	\$

LOCATION RECOVERED _____ DATE _____ CONDITION _____ WHERE STORED _____

REMARKS: _____

FIGURE III-5: CASE MANAGEMENT FILE

III-12

INCIDENT REPORT

III-13

1. NAME (LAST, FIRST, MIDDLE) (FIRM NAME IF BUSINESS)		2. COMPLAINT NO.	
3. ADDRESS		CITY	STATE
4. RESIDENCE PHONE			
5. EMPLOYED OR SCHOOL ATTENDED		CITY	STATE
6. BUSINESS PHONE			
7. SEX-RACE	DATE OF BIRTH	8. HEIGHT	9. WEIGHT
10. SOCIAL SECURITY NO.			
11. TAG NO.		STATE	YEAR
12. V. I. N.			
13. YR.	14. MAKE	15. MODEL	16. STYLE
17. COLOR			
18. INCIDENT DATE		TIME	TO
DATE		TIME	19. D. M. U.
20. INCIDENT OR OFFENSE		21. DEPT. REF. CODE	
22. INCIDENT LOCATION		23. A. I. N.	

NO. COPIES	PRECINCT	BEAT	OCCURRENCE	UNIT NO.
------------	----------	------	------------	----------

IF YES, DESCRIBE IN NARRATIVE OR APPROPRIATE SECTION BELOW.

YES	NO	UNK
WAS ARREST MADE? HOW MANY? ()		
WAS THERE A WITNESS TO THE CRIME?		
CAN A SUSPECT BE NAMED?		
CAN A SUSPECT BE LOCATED?		
CAN A SUSPECT BE DESCRIBED?		
CAN A SUSPECT BE IDENTIFIED?		
CAN SUSPECT VEHICLE BE IDENTIFIED?		
IS THE STOLEN PROPERTY TRACEABLE?		
IS PHYSICAL EVIDENCE PRESENT?		
IS A SIGNIFICANT M.O. PRESENT?		
HAS EVIDENCE TECH BEEN CALLED?		

WEATHER (circle letter) a. CLEAR b. CLOUDY c. RAIN d. FOG e. SNOW-SLEET f. HAIL g. UNKNOWN

1. POINT OF ENTRY		2. LOCATION OF VICTIMS PROPERTY		3. VICTIMS CONDITION (circle letter)	
				a. SOBER b. DRUNK c. HAD BEEN DRINKING	
4. REPORTING PERSON'S NAME (Last, First, Middle)			5. SOCIAL SECURITY NO.		
6. ADDRESS			CITY	STATE	7. RESIDENCE PHONE
9. METHOD USED TO COMMIT CRIME			10. TOOL USED (BURGLARY)		
12. WEAPON USED (For crimes against PERSONS ONLY) (circle let.)			DESCRIPTION OF WEAPON		
a. FIREARM b. KNIFE OR CUT. INSTR. c. OTHER WEAPON d. HANDS ETC.					

1. TAG NO.		STATE	YEAR	COLOR(S)	2. V. I. N. (Do not fill in with ZEROS)		3. ACIC CHECKED	
4. VEH. YR.		5. VEH. MAKE		6. VEH. MODEL	7. VEH. STYLE	8. VEH. COLOR(S)		a. YES b. NO
								ACIC HIT
								a. POS. b. NEG.

1. NAME (Last, First, Middle)		2. ARREST ORD. NO.		3. SEX RACE	4. DATE OF BIRTH	AGE
5. ADDRESS		CITY	STATE	6. COMPLEXION	7. HEIGHT	WEIGHT
8. DESCRIBE CLOTHING		9. MARKS AND SCARS				

1. NAME (Last, First, Middle)	2. ADDRESS	3. RES. PHONE	4. EMPLOYER	5. BUSINESS PHONE

F. NARRATIVE

IS THERE A SIGNIFICANT REASON TO BELIEVE THAT THE CRIME MAY BE SOLVED WITH A REASONABLE AMOUNT OF INVESTIGATIVE EFFORT? YES NO

1. REPORT PREPARED BY		NUMBER	4. CASE STATUS (circle number)		6. DATE-TIME OF REPORT	
			1. OPEN 2. SUSPENDED X. CLOSED			
2. SECOND OFFICER		NUMBER	5. CASE DISPOSITION (circle number)		7. REVIEWER NUMBER	
			3. CLEARED DEF. UNDER 18 4. EX. CLEARED			
3. SUPERVISOR APPROVING		RANK	BY DEF. UNDER 18 8. POS. 4. EX. CLEARED		8. PAGE NO.	
			ARREST b. NEG. 5. UNFOUNDED		of	

III-14

F. NARRATIVE

G. 1. PROPERTY VALUE	a. CURRENCY	b. JEWELRY	c. CLOTHES-FURS	d. STOLEN VEH.	e. OFFICE EQUIP.	f. TV-RADIO-CAMRA
	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____
	R _____	R _____	R _____	R _____	R _____	R _____
	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____	\$ _____ S _____
	R _____	R _____	R _____	R _____	R _____	R _____

1. NAME & ADDRESS OF PERSON REMOVING INJURED OR DEAD			
2. HOSPITAL		3. DATE-TIME OF ARRIVAL	
4. ATTENDING PHYSICIAN			
5. EXTENT & LOCATION OF INJURY (DESCRIBE)			
6. HOSPITALIZED (circle letter)			
a. ADMITTED b. TREATED AND DISMISSED			
7. NEXT OF KIN NAME		ADDRESS	CITY STATE
			8. PHONE NO.
9. CORONER NOTIFIED (circle let.)		10. IF POS., GIVE NAME OF CORONER	
a. POS b. NEG			

1. VEHICLE TYPE (circle letter)		a. AUTO b. TRUCK c. BUS d. MOTORCYCLE	2. ACIC CHECK		3. PULL-IN NO.	4. CONDITION OF VEH.
		a. POS b. NEG				
5. DRIVERS NAME (Before theft/at tow-in) (Last, First, Middle)						
8. ADDRESS			CITY	STATE	9. WHO NOTIFIED OWNER?	10. PHONE NO.
11. INSURING COMPANY (Theft Ins.)			CITY	STATE	12. WRECKER DRIVER	
13. IGNITION LOCKED		14. DOORS LOCKED	15. KEY IN VEHICLE		16. SIGNATURE OF OWNER	
a. POS b. NEG		a. POS b. NEG	a. POS b. NEG			
17. OWNERSHIP VERIFIED BY: (circle letter)						
a. TAG RECEIPT b. BILL OF SALE c. LICENSE REGISTRATION d. OTHER						
18. VEHICLE LOCATION AT TIME OF THEFT OR PULL-IN (circle letter)						
a. SHOP/CNTR b. PRK ON ST. c. PAY PRK LOT d. RES. (OFF ST.) e. CO. PRK LOT f. DEAL/LOT g. OTHER						

1. POSSIBLE CAUSE OF ABSENCE		2. PREVIOUS RUNAWAY - DATES		WHERE LOCATED
3. PROBABLE DESTINATION			4. PHYSICAL CONDITION	5. MENTAL CONDITION
6. DESCRIBE ARTICLES OF JEWELRY WORN AND IDENTIFICATION CARRIED				7. COMMUNICATIONS NOTIFIED
				DATE TIME
8. DESCRIBE CLOTHING, SUIT, SPORTCOAT, SHIRT, NECKWEAR, TROUSERS, SHOES, OVERCLOTHING, HEADADDRESS, DRESS, SWEATER, SKIRT, Etc...				

9. AGE		10. HEIGHT	11. WEIGHT	12. BUILD	13. HAIR	14. EYES	15. COMPLEXION	16. VISIBLE SCARS/BIRTHMARKS	
17. IDENTIFYING MARKS - TATOOS, DENTAL WORK, DEFORMITIES, MALFUNCTIONS - DIABEDIC/EPILEPSY, Etc....									

- Can suspect vehicle be identified?
- Is the stolen property traceable?
- Is physical evidence present?
- Is a significant MO present?
- Has Evidence Technician been called?

The officer was also asked to make his/her own judgment as to whether there was "a significant reason to believe that the crime may be solved with a reasonable amount of investigative effort." The officer completing the form is directed to use the expanded narrative section for describing or expanding on any "yes" answer to these solvability questions. The intent was to focus the officer's initial investigation and description of an incident on those factors which would be most helpful in determining whether to continue the investigation, and in solving the crime. Previously, the narrative section on the report form had not focused on any particular aspect of the incident. Nor had the previous form directed the officer through a "checklist" of important information.

These incident reports are first filed with the patrol officer's supervising sergeant. His job is to review the form and make sure that it is complete and filled in properly. If not, the sergeant may send it back to an officer to gather the additional items of information that are needed. Once the form is complete and accurate, it is forwarded to the Precinct Coordinating Lieutenant for the Crimes Against Property Division.

Based upon the information in the incident report, the Precinct Coordinating Lieutenant now applies the new case screening system in order to classify cases by solvability. This case ranking, in combination with the judgment of the Coordinating Lieutenant, determines which cases are assigned to detectives for further investigation, which are reassigned to the patrol

officer, and those for which no further investigation is to be made. The relative solvability of the cases is also designed to assist detectives in expending the greatest level of effort on those cases assigned to them which are most solvable.

The form divides the solvability factors listed on the incident report into five categories, depending on their potential value in rendering an early solution to a case. The five categories are listed below, as described by the local evaluator. The "clearance objective" listed for each category is designed to indicate the appropriate level of effort to be expended.

1. Category A: either an arrest is made at the scene or there is a positive identification of the suspect. Offenses falling into this category require that a detective be assigned to the case, personal contact with the victim and witnesses be made and a supplemental report be written. The clearance objective of this category is 80 percent.
2. Category B: specific and distinctive description of suspect and/or vehicle. Offenses in this category require that a detective be assigned to the case, contact made with the victim and witnesses, and a supplemental report written. The clearance objective of this category is 30 percent.
3. Category C: traceable stolen property, significant modus operandi present, identifiable prints, and a meager description of the suspect. Action required includes assigning a detective, requiring victim and witness contact, and the writing of a supplemental report. The clearance objective of this category is 10 percent.
4. Category D: limited leads. However, this type of case may be pursued to avoid adverse public reaction, or because of the screening officer's personal judgment. A detective may be assigned; however, a desk officer will most likely provide follow-up activities. A supplemental report, and contact with the victim and witness may be made if appropriate. The clearance objective for this category is 2 percent.
5. Category E: no solvability factors present. Action required includes logging and filing the case as suspended with no further investigation. Cases in this category may be assigned if new evidence emerges.

The use of these solvability factors in case management represents an attempt to increase the level of sophistication in allocating the time of available detectives. The previous system, instituted in 1976, had divided cases as either needing further investigation, or "No Investigation Required" (NIR). Using these solvability factors, the Department developed a priority ranking for crimes against property. The ranking orders the general solvability of types of property crimes as follows:

1. House burglaries
2. Business burglaries
3. Purse snatching
4. Larceny from a person
5. Larceny from a house
6. Larceny from a business
7. Larceny from an auto

H. PROGRAM MONITORING

The department plans to implement a monitoring component as part of their MCI effort. They have obtained the computer programs from the Rochester Police Department and adapted them for their own use. At this time, the system is not fully operational.

IV. OUTCOMES OF THE MCI PROGRAM

The Birmingham Police Department articulated two overall goals it hoped to achieve through its Managing Criminal Investigations Program:

- increase arrests for serious crimes;
- increase cases accepted for prosecution.

To this end, a variety of case screening techniques were implemented as described in the previous chapter. The first of these screening procedures, the "No Investigation Required" (NIR) classification was implemented in 1974. Solvability factors were introduced in late 1976 and the Call Screening Officer position was established the following summer. The decentralization and reassignment of crimes against property detectives to the four precincts occurred in September 1976.

A. CASE SCREENING

This section presents an overview of case screening activities during the grant period. Since they are the foundation of the MCI program, they provide a backdrop for discussing the program outcomes.

Table IV-1 summarizes the activity of the Call Screening Officers by month from October 1977 through September 1978. Fewer than five percent of the complaints handled by a Call Screening Officer required dispatching a patrol car.

The total number of crimes versus property crimes processed and the screening results are presented in Table IV-2. At least 85 percent of the cases were screened out as needing no further investigation.

TABLE IV-1: CALL SCREENING OFFICER MONTHLY ACTIVITY

All Pre-cincts: Month/Year	Complaints Rcvd. By Telephone	Handled W/O Car	Required Car	Complaints Made In Person	Handled W/O Car	Required Car	Total* Complaints
October '77	691	681	13	51	51	0	742
November '77	961	947	14	37	37	0	998
December '77	994	962	32	51	42	10	1045
January '78	1128	1119	9	32	30	2	1160
February '78	981	972	9	88	87	1	1069
March '78	1143	1125	18	91	89	2	1234
April '78	902	890	12	99	99	0	1001
May '78	997	970	27	93	93	0	1090
June '78	1130	1105	25	102	98	4	1232
July '78	788	787	1	52	48	4	840
August '78	1300	1293	7	119	119	0	1419
September '78	1128	1124	4	97	96	1	1225

*Total = Complaints Received by Telephone + Complaints Made In Person
 Source: Call Screen Officer Monthly Activity Report

TABLE IV-2: RESULTS OF SCREENING OF PROPERTY CRIME CASES
(August 1977 to September 1978)

ALL PRE- CINCTS: MONTH/YEAR *	TOTAL # OF CASES PRO- CESSED	NIR ASSIGNED %	ROUTED TO DETECTIVE FOR FOLLOW-UP INVESTIGATION %
Aug '77	1659	.88	.12
Oct '77	1347	.85	.15
Nov '77	1424	.87	.13
Dec '77	1436	.86	.14
Jan '78	1492	.85	.15
Feb '78	1291	.88	.12
Mar '78	1517	.88	.12
Apr '78	1275	.87	.13
May '78	1321	.86	.14
Jun '78	1301	.89	.11
Jul '78	1542	.90	.10
Aug '78	1504	.88	.12
Sep '78	1431	.86	.14

Source: Precinct Coordinator's Monthly Reports

* Data not available for September 1977.

B. ARREST ANALYSIS

To determine whether arrests increased as a result of MCI, we computed the ratio of arrests to offenses from January 1974 through August 1978. This period covers time before and after the NIR classification was introduced in 1974 as well as the current MCI grant. By previous agreement with the Department, we used burglary and larceny to compute the ratios. Exhibit IV-1 displays these ratios and the ratio of arrests to offenses for all Part I offenses during the same period. For burglary, the pattern of fluctuation that existed before implementing NIR and the other MCI components has continued--the ratio ranges between 6 and 17 percent. Apparently, MCI has not resulted in any sustained increase in the arrest to offense ratios for burglary.

For larceny, the ratio of arrests to offenses has been inching downward since 1974 with the notable exception in late summer and early fall of 1977. The larceny ratio of arrest to offense increase from August 1977 to about 25 percent in October and decrease to approximately 11 percent in February 1978 can be attributed to a plain clothes robbery detail. Appendix A describes in detail the plain clothes robbery detail and its effect on larceny arrests and Total Part I crimes. Again, MCI has not resulted in a sustained increase in the ratio of arrests to offenses. During this same period, the ratio of arrests to offenses for all Part I crimes has fluctuated extensively and appears to be down overall.

A more detailed presentation of the analyses of time series data for offenses, arrests and arrests to offenses ratios can be found in Appendix A.

We also examined arrest data from the Precinct Coordinator's Monthly Reports for August 1977 through September 1977. As Table IV-3 shows, the

IV-5

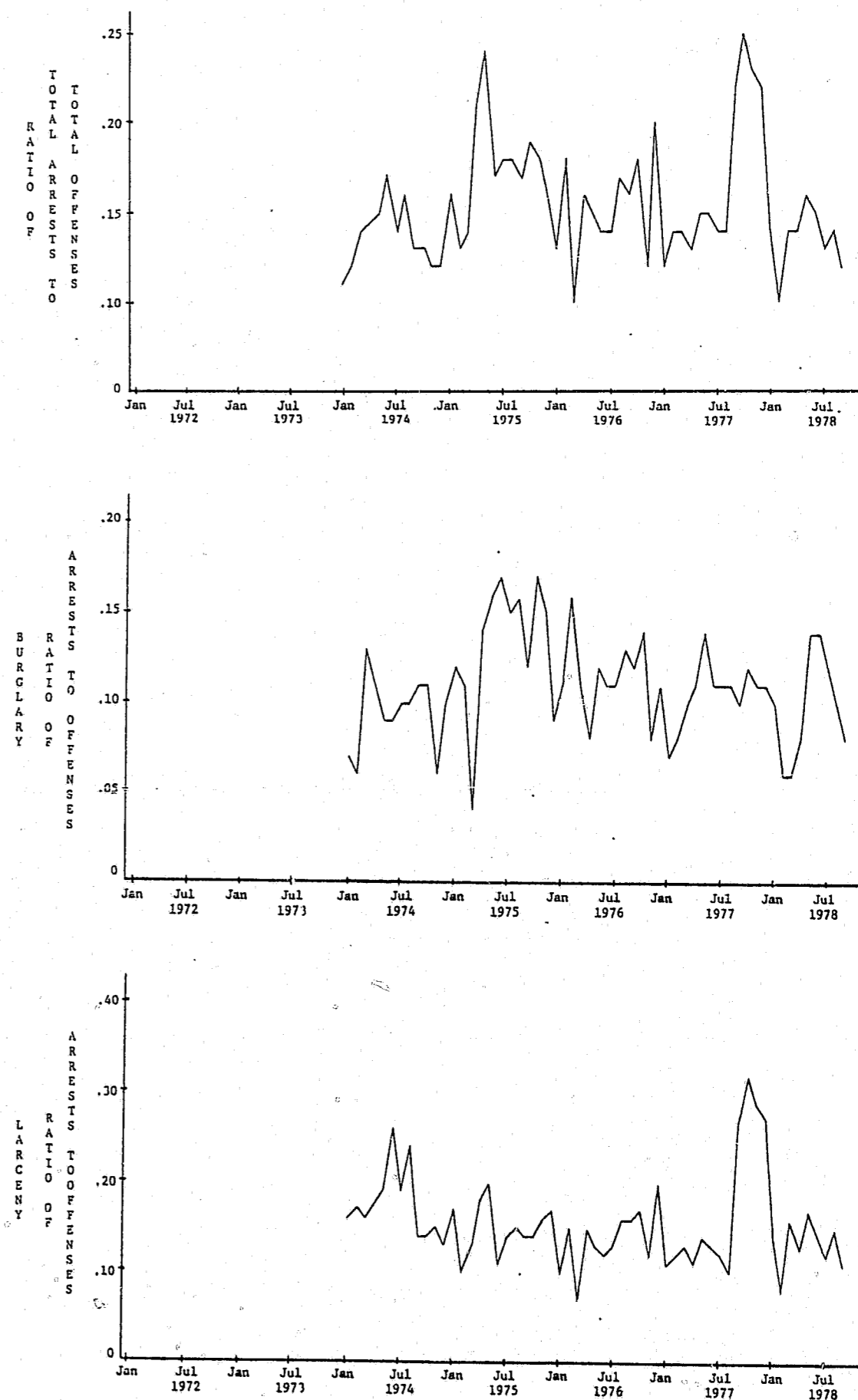


FIGURE IV-1: TIME SERIES PLOT RATIOS FOR TOTAL PART I, LARCENY

TABLE IV-3 PROPERTY CRIME ARRESTS

All Pre- cincts: Month/Year	Total Arrests	On Scene	Post Warrant	Other	By Patrol	By De- tective	Jointly	By County	By Other Jurisdic- tions
Aug '77	75	60	15	0	59	12	1	2	1
Oct '77	95	82	6	7	75	4	10	4	0
Nov '77	81	60	7	14	74	13	4	0	1
Dec '77	71	49	16	6	50	10	8	2	1
Jan '78	72	55	14	3	55	8	11	0	0
Feb '78	33	27	1	5	25	4	4	0	0
Mar '78	57	45	10	2	55	1	1	0	0
Apr '78	53	47	4	2	47	4	0	1	0
May '78	73	57	12	4	57	9	5	1	1
Jun '78	62	49	9	4	50	7	3	2	0
Jul '78	53	45	4	4	46	4	3	0	0
Aug '78	70	58	6	6	59	8	3	0	0
Sep '78	73	60	7	6	62	9	1	1	0

Source: Precinct Coordinator's Monthly Reports

number of arrests per month varied from a low of 33 to a high of 95--the average number was 68. As is common in police work, most arrests were made on scene by patrol officers.

C. PROSECUTION ANALYSIS

To determine the proportion of cases accepted for prosecution during MCI, we examined the results of case screening in the Prosecutor's office during the grant period. We chose the issuance of a warrant for arrest as the measure of prosecutorial acceptance of a case. This was chosen, in agreement with the Department, as the most appropriate measure and afforded us reliable data which was more timely than the disposition of cases forwarded for prosecution. No "pre" analysis was possible because there was nothing reliably comparable to the decentralized crimes against property detectives after the grant period.

Table IV-4 presents the results of prosecutorial case screening from April 1977 through September 1978. The first six months of data presented are aggregated by quarters. The range of cases submitted to the prosecutor goes from a low of 33 (estimated from quarterly data) to a high of 77. The monthly average was about 51 cases. Throughout the grant period, few warrants were rejected or referred and as a rule, more than 70% were issued.

TABLE IV-4: RESULTS OF PROSECUTORIAL CASE SCREENING
(in percentages)

All Precincts Month/Year	# of Cases Referred to Prosecutor	Warrant Issued	Referred	Warrant Issued Conditional	Rejected
April-June '77	98	75	0	21	4
July-September '77	159	70	4	22	4
October '77	63	78	3	19	0
November '77	77	70	5	21	4
December '77	64	75	0	23	2
January '78	71	72	0	25	3
February '78	36	78	2	20	0
March '78	47	81	2	15	2
April '78	49	80	0	18	2
May '78	64	84	0	14	2
June '78	46	78	0	20	2
July '78	46	76	2	20	2
August '78	52	83	2	15	0
September '78	48	69	2	25	4

Source: Central Coordinators Monthly Report and MCI Evaluation Report

V. AFTER THE MCI GRANT PERIOD

Since the LEAA grant period ended on September 30, 1978, the Birmingham Police Department has continued its MCI program much as before. Department officials remain committed to the goals of increasing overall investigative effectiveness and believe MCI is a means to that end.

In anticipation of the end of the grant, Chief Myers held a meeting with various department officials (including the Precinct Coordinators) to solicit suggestions for subsequently modifying the MCI program. Exhibit V-1 is the memo from Chief Myers which describes the modifications agreed upon at the meeting. Most changes which were made involved discontinuing or easing record keeping requirements. A change also was made in the solvability factors. The initial five classification factors have been reduced to three:

Factor A: Cases assigned to a detective;

Factor B: Cases assigned to beat or desk officers;

Factor C: No Investigation Required cases.

When asked what they would change about MCI, most Precinct Coordinators said they were satisfied with the changes specified in the memo mentioned above.

A few other changes were suggested however; they include:

- decentralize other investigative functions;
- modify or revise MCI check-off training because it takes too long;
- increase patrol officer investigative responsibilities.

According to the Precinct Coordinators, the patrol officers are favorably disposed toward MCI, although some say there was resentment by patrol officers when the crimes against property detectives were first assigned to precincts. Detective attitudes have been favorable as well--especially toward the emphasis on investigating the most "solvable cases."

BIRMINGHAM POLICE DEPARTMENT

INTER - OFFICE COMMUNICATION

28 September 1978

POLICE 95

TO: Commanders, Operations Bureau

FROM: Deputy Chief Bill R. Myers *Bill Myers*

SUBJECT: MCI Modification Proposals

On September 26, 1978 a meeting was held at the East Precinct for the purpose of modifying the MCI project that terminates on the last day of September.

The following modifications or deletions were agreed upon by those in attendance. These changes go into effect at midnight, September 30, 1978:

1. The "Call Screen Officer Activity Report" presently prepared by the Precinct Desk Officer will be discontinued.
2. The "Weekly Status Report-MCI Training Program" presently prepared by the Precinct Shift Lieutenants will be discontinued.
3. The following reports that are prepared monthly by the statistician from data supplied by the Precinct Commanders are to be deleted:
 - A. "Central Coordinators Monthly Report"
 - B. "Precinct Coordinators Monthly Report"
 - C. "Monthly Case Assignment and Case Ranking by Solvability Factor Comparative Report"
 - D. "Precinct Percentage Monthly Report"
 - E. "Call Screen Officers Monthly Activity Report"
4. The present system regarding "Field Interview or Observation Cards (FIO's) will be maintained as is.
5. The present system regarding "Warrant Assessment Cards" will be maintained as is.
6. The "Felony Status Log" will be maintained as is.
7. The "Precinct Detective Monthly Recap Sheet" prepared by the Precinct Coordinators monthly and submitted to this office, will be maintained as is. The data from the four precincts will be compiled and distributed back to the Precinct Commanders. This data will be composed of: A) Total number of cases assigned to the Precinct; B) Total number of cases assigned to Precinct Detectives; C) Total number of N.I.R. cases; D) Clearances of the number of cases assigned.

EXHIBIT V-1

Commanders, Operations Bureau

28 September 1978

Subject: MCI Modification Proposals

Page 2

8. The "Case Assignment and Case Ranking by Solvability Factors Model" will be modified from the present five (5) factors, A - B - C - D - E, to three (3) factors, A - B - C. Factor A: Cases assigned to a detective; Factor B: cases assigned to beat or desk officer; Factor C: N.I.R. cases.
9. The Precinct Detectives will discontinue to make out the "Witness/Victim Interview Sheet". The information instead will be documented on the Court Disposition sheet.
10. The Field Sergeant will determine if a misdemeanor case is to be assigned for further investigation. If so a copy of each case will be forwarded to the Precinct Commander by the Field Sergeant. The assignment to the case will be at the discretion of the Precinct Commander. When a report is made in one precinct and the incident occurred in another precinct, it is suggested that the two affected Precinct Commanders coordinate the activity. (A S.O.P. will be drafted covering these type cases. If you have any suggestions or comments pertaining to this procedure, please submit them to this office no later than Friday, October 13.)

BRM:jt

Capt. W. E. Wilson
Lt. J. R. Hipp
Lt. B. J. Danner
Lt. H. T. Barron
Lt. W. W. Shelnuttt
Lt. E. J. Haig
Lee Hitchcock ✓
Ray Sumerall
Libby Zanthos

APPENDIX A

APPENDIX A

DETAILED ANALYSIS OF BURGLARY, LARCENY AND TOTAL PART I CRIME

A. OVERVIEW

The arrest and offense data used for analyses were developed from the Department's UCR data. Analyses were made from the data using a time series format of the ratio of arrests to offenses. The analyses cover the period from January 1972 through September 1978. The two periods that will be compared are January 1, 1972 through September 1976 (pre-MCI) and October 1, 1976 through September 1978 (MCI implementation period). The MCI effort was toward crimes against property; therefore, burglary and larceny were analyzed. Total Part I crimes were analyzed to give an overall perspective of the program to both crimes against persons and crimes against property. Overall, the trends during the grant period are similar to those which preceded it but the overall trend for the periods prior to MCI are not as sustained. periods. The fluctuation and trends of the crime types being analyzed are shown in Exhibits A-1, A-2 and A-3 and are discussed below.

B. TOTAL PART I

Examination of the ratio of arrests to offenses are similar for October 1977 through July 1977 and March 1978 through September 1978. The increase from approximately 14 percent in August 1977 to about 25 percent in October and decrease to approximately 11 percent in February 1978 can be attributed to larceny arrest. The sudden increase in larceny arrest is the result of a plain clothes robbery detail that was operating from August through October.

Section D, Larceny, describes the plain clothes robbery detail and its effect on larceny arrest. The pre-MCI period has fluctuations but the overall trend is consistent. The overall ratio for the pre-MCI period is about 15 percent which is similar to the overall ratio during the MCI grant period excluding the extreme fluctuations attributed to larceny arrest.

C. BURGLARY

The ratio of burglary arrests to crimes is fairly constant for the MCI period. Examination of the period prior to MCI seems to have two distinct and consistent trends. The ratio for the first part of the pre-MCI grant period is similar to the MCI grant period. The ratio for the second part of the pre-MCI period is about 3 percent greater than the MCI period and the first part of the pre-MCI. Further examination of the arrest and offense formats shows that arrests are maintaining changes similar to arrests. Overall, the ratios are fairly consistent for the periods examined.

D. LARCENY

Examination of the ratio of arrests to offenses time series format shows a sharp increase starting in August 1977 to approximately 32 percent in October 1977. From October the ratios abruptly decrease to about 7 percent in February 1978. The extreme increase and decrease in the ratios during this time period is attributed to implementation of a plain clothes robbery detail. The detail was successful in apprehending offenders for robbery but the majority of charges were reduced to larceny. The program was active for three months (August, September, October). The time series ratio of arrests

A-3

to offenses reflects this activity. Further examination of the pre-MCI period shows ratio trends consistent during two time periods. During 1974, the average ratio of arrests to offenses is approximately 20 percent while the remainder of the pre-MCI period is about 15 percent. The grant period from October 1976 to August 1977 and February 1978 through September 1978 is similar at approximately 15 percent. The sharp increase and decrease from August 1977 to February 1978 has been explained above. Overall, the ratios of arrests to offenses are consistent at about 15 percent for the time period shown by the time series format.

A-4

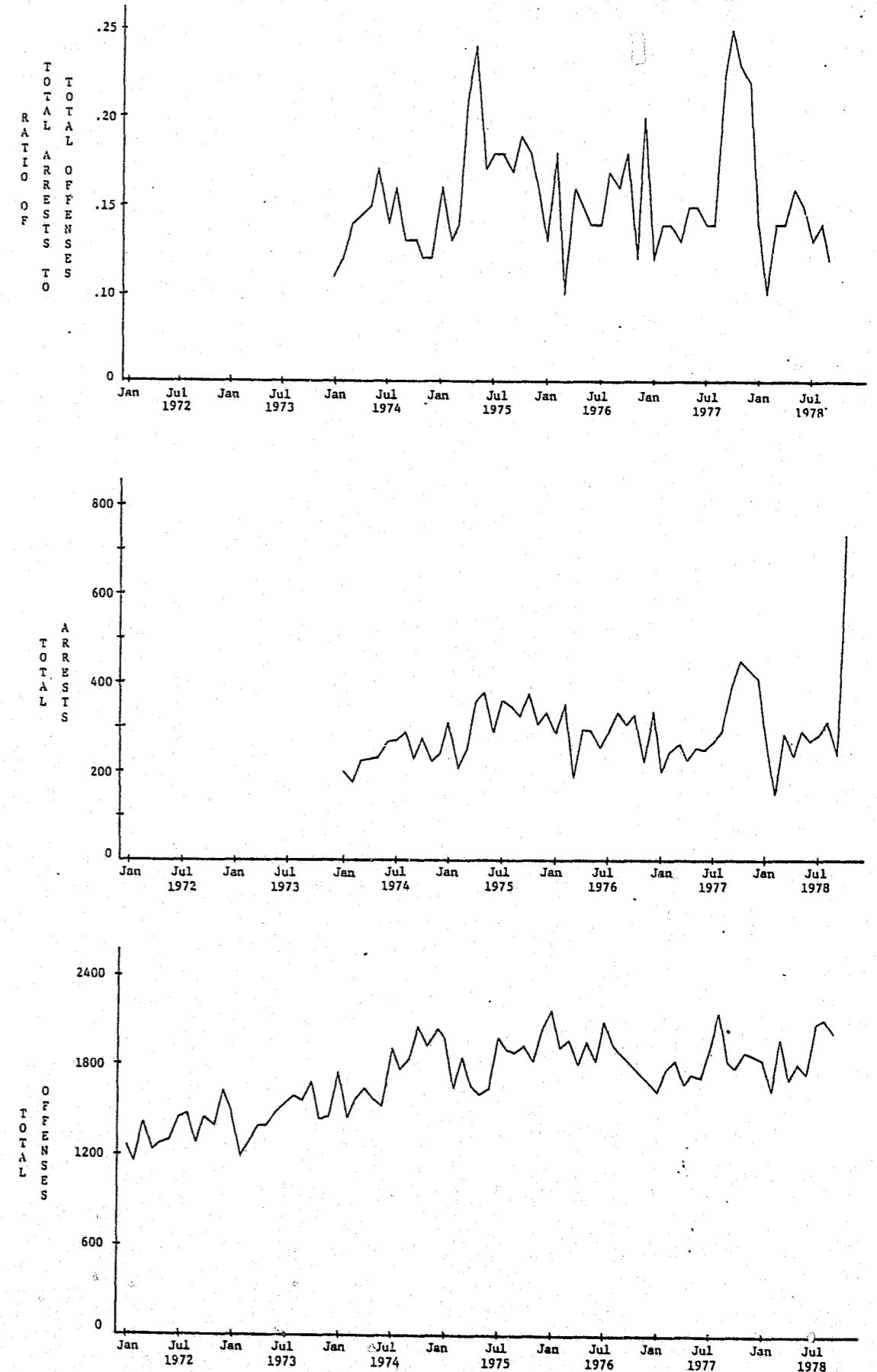


EXHIBIT A-1: TIME SERIES PLOT OF THE RATIO OF ARRESTS TO OFFENSES (TOTAL)

A-5

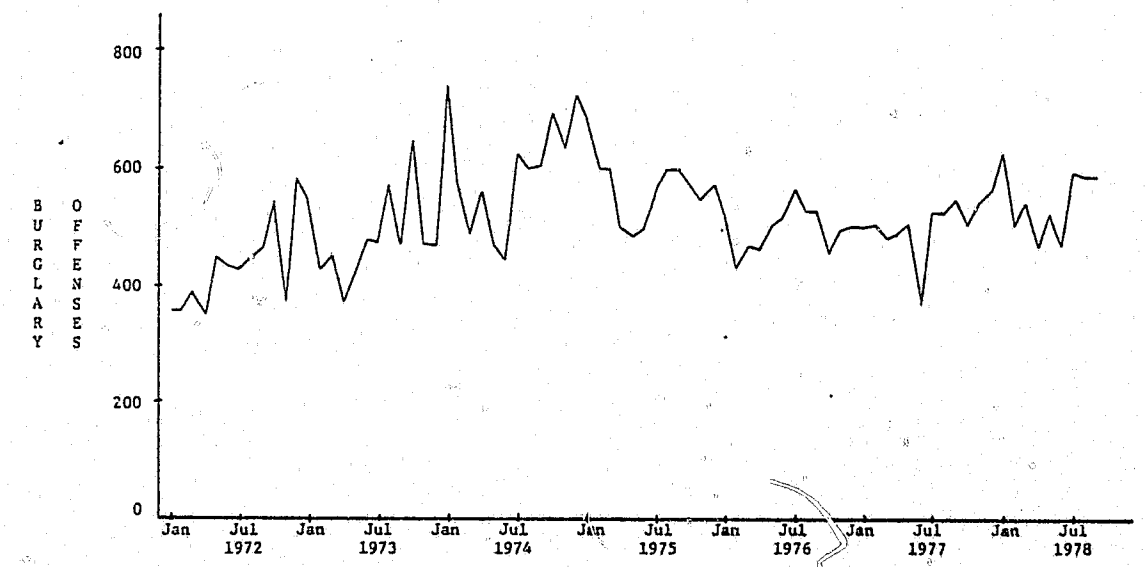
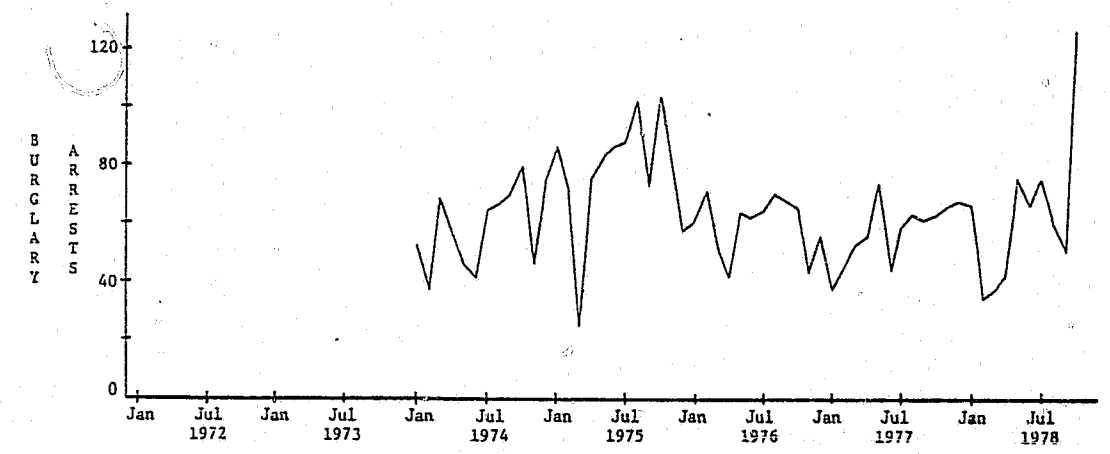
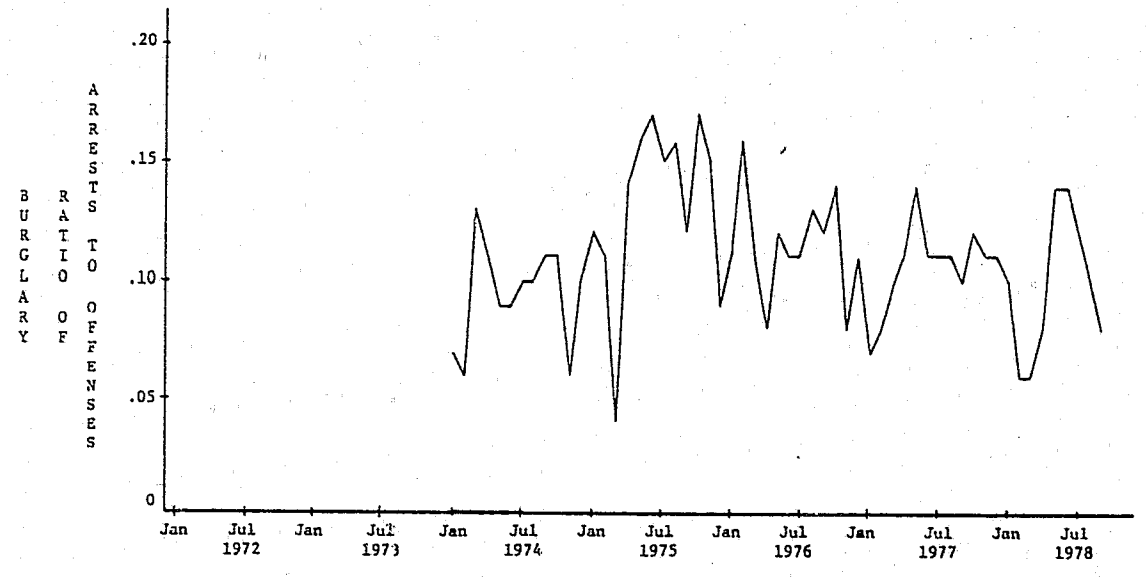


EXHIBIT A-2: TIME SERIES PLOT OF THE RATIO OF BURGLARY ARRESTS TO OFFENSES

A-6

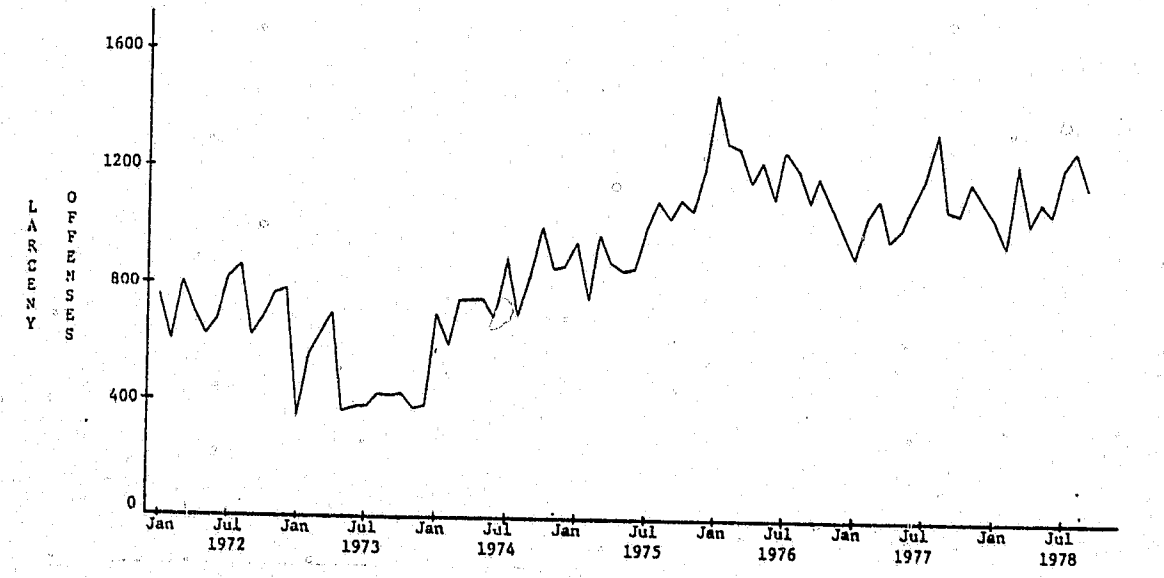
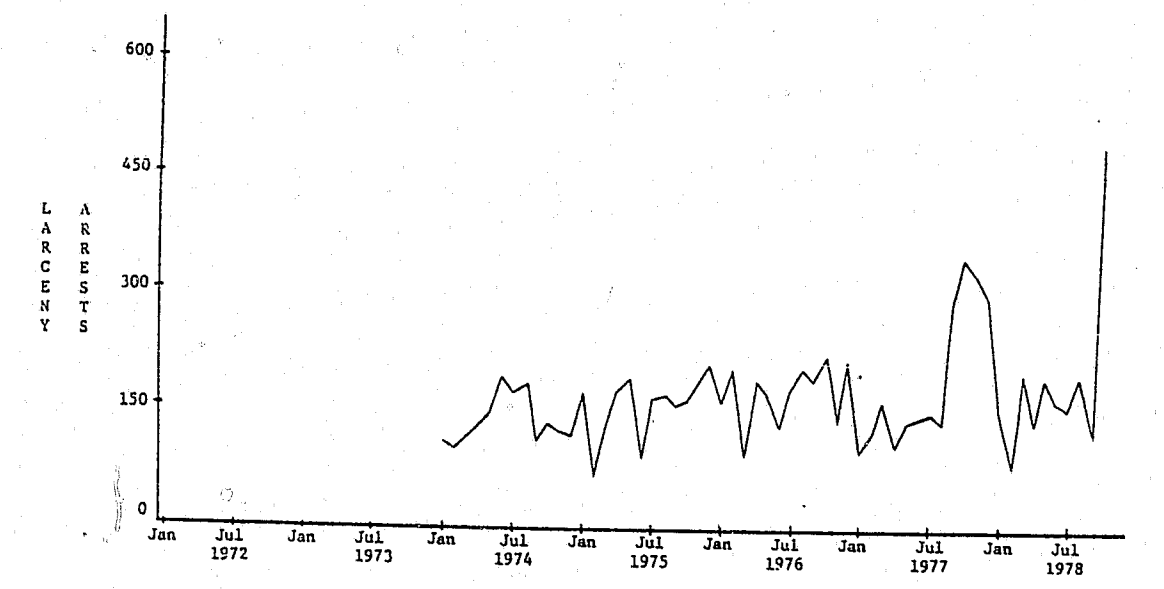
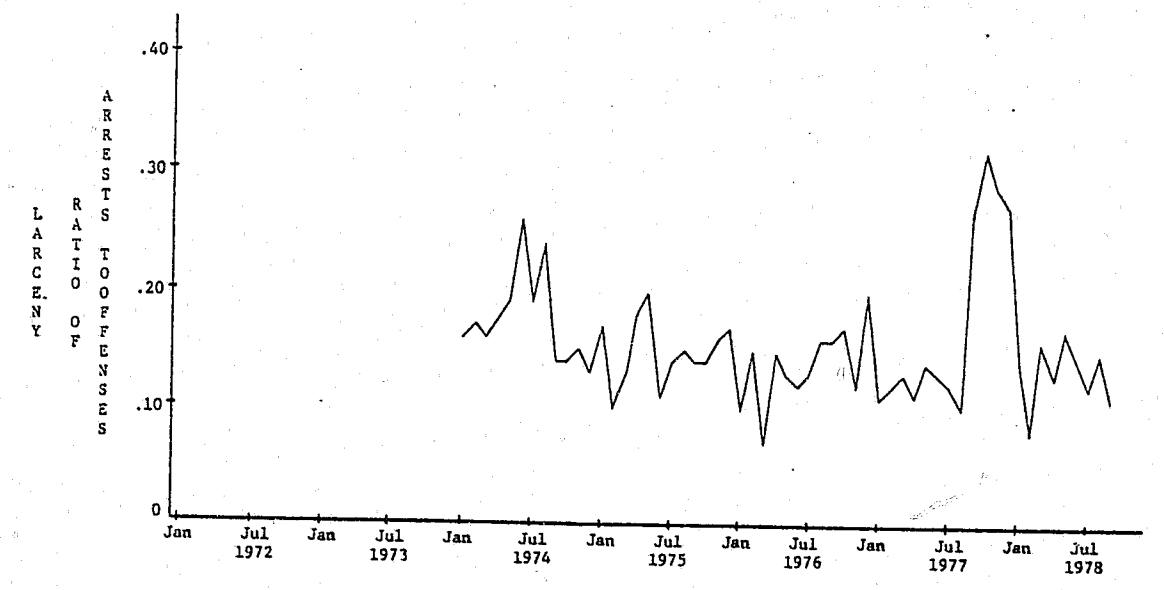


EXHIBIT A-3: TIME SERIES PLOT OF THE RATIO OF LARCENY ARRESTS TO OFFENSES

END