CTTY OF CLEVELAND HEIGHTS, OHIO DIVISION OF POLICE MARTIN G. LENTZ, CHIEF OF POLICE

PATROL EMPHASIS PROGRAM REPORT

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SEP 2 1 1977

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- FINAL REPORT -

PROJECT #74-0F-05-0020

LOAN DOCUMENT

RETURN TO:
NCJRS
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JULY 15, 1974 TO JANUARY 14, 1976

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	U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION	DISCRETIONARY GRANT PROGRESS REPORT
GRAH	STATE OF OHIO	T4-0F-05-0020 Aug. 18,197 Month Rep
IMPLE	CITY OF CLEVELAND HEIGHTS DIVISION OF POLICE 2953 MAYFIELD RD., CLEVE. HTS., OHIO	TYPE OF REPORT REGULAR QUARTERLY SPECIAL REQUEST
пона	PROJECT PATROL EMPHASIS"	GRANT AMOUNT \$150,000.00
REPO	RT IS SUBMITTED FOR THE PERIOD JULY 15, 1974	
Alfold	TURE OF PROJECT DIRECTOR	TYPED NAME & TITLE OF PROJECT DIRECTOR MARTIN G. LENTZ CHIEF OF POLICE
COMM	ENCE REPORT NERE (Add continuation pages so soquired.)	NOTE: GRANT #74-DF-05-0020 FINAL 18 MONTH REPORT
PR	OJECT OBJECTIVES:	in the state of the
` [1.	Scientific planning of patrol re	esource deployment.
1 2.	Scientific deployment of support	t (non-patrol) resources.
13.	Effective supervision and monit	oring of the patrol activity.
5.	The Huncement of the Basic Patrol Motivation and indoctrination of importance of the patrol function	f police personnel in the
	Reduction in crime with particu	lar emphasis on index crimes.
RECE	IVED BY GRANTEE STATE PLANNING AGENCY (Official)	DATE

PROGRESS REPORTS--INSTRUCTIONS FOR LEAM DISCRETIONARY GRANTS

Grantees are required to submit Quarterly Progress Reports on project activities and accomplishments. No fixed requirements as to length or detail have been established, although some general guidelines appear below. It is expected that reports will include data appropriate to the stage of project development and in sufficient detail to provide a clear idea and summary of work and accomplishments to date. The following should be observed in preparation and submission of progress reports.

- a. Reporting Party. The party responsible for preparing the report will be the agency, whether grantee or subgrantee, actually implementing the project. Thus, where a State Planning Agency is the grantee but has subgranted funds to a particular unit or agency to carry on the project, the report should be prepared by the subgrantee.
- b. Due Date. Reports are submitted by the subgrantee to its State Planning Agency on a quarterly basis (i.e., as of June 30, September 30, December 31, and March 31) and are due at the cognizant Regional Office on the 30th day following the close of the quarter (unless specified otherwise by LEAA). The first report will be due after the close of the first full quarter following approval of the grant (i.e., for a grant approval on May 1 the first report will be due for the quarter ending September 30. It will cover the five month period May through September). The award recipient's final progress report will be due 90 days fellowing the close of the project or any extension thereof.
- c. Form and Execution. Three (3) copies of each report should be submitted. However, five (5) copies must be submitted for all final reports. (If the grantee wishes to submit the same report to several agencies it may utilize LEAA Form 4587/1 (1-73) as a face sheet completing all items and attach the report to it.) If continuation pages are needed, plain bend paper is to be used. It should be noted that the report is to be signed by the person designated as project director on the grant application or any duly designated successor and reviewed by the cognizant State. Planning Agency.
- d. Content. Reporting should be non-cumulative and describe only activities and accomplishments occurring during the reporting period. These activities and accomplishments should be described with specific attention to project phases or stages completed (e.g., initial planning stage, completion of preliminary survey effort, purchase of required equipment, staging of pilot training program, etc.). Reports should be concrete and specific concerning, accomplishments (e.g., number of people trained, volume of correctional services provided, extent of equipment usage, etc.). Special emphasis should be placed on comparison of actual accomplishments to goals established for the report period. If established goals were not met, reasons for slippage must be given. Special reports, evaluation studies, publications or articles issued during the period should be attached, and major administrative or design developments should be covered (e.g., changes in personnel, changes in project design, improvements or new methods introduced). Budget changes should be touched upon. Problem areas and critical observations should be mentioned and frankly discussed, as well as project successes.
- e. Dissemination. All three (3) copies of regular quarterly progress reports and all five (5) copies of final reports should be submitted to the subgrantee's State Planning Agency. After review the State Planning Agency will formers two (2) copies of the quarterly report and four (4) copies of the final report to the cognizant LEAA Regional Office.

 The Regional Office will route the reports to all interested LEAA units. Copies should also be provided to other agencies cooperating in or providing services to the project.
- f. Special Requirements. Special reporting requirements or instructions may be prescribed for discretionary projects in certain program or experimental areas to better assess impact and comparative effectiveness of the overall discretionary program. These will be communicated to affected grantees by LEAA.

GEOGRAPHICAL DESCRIPTION

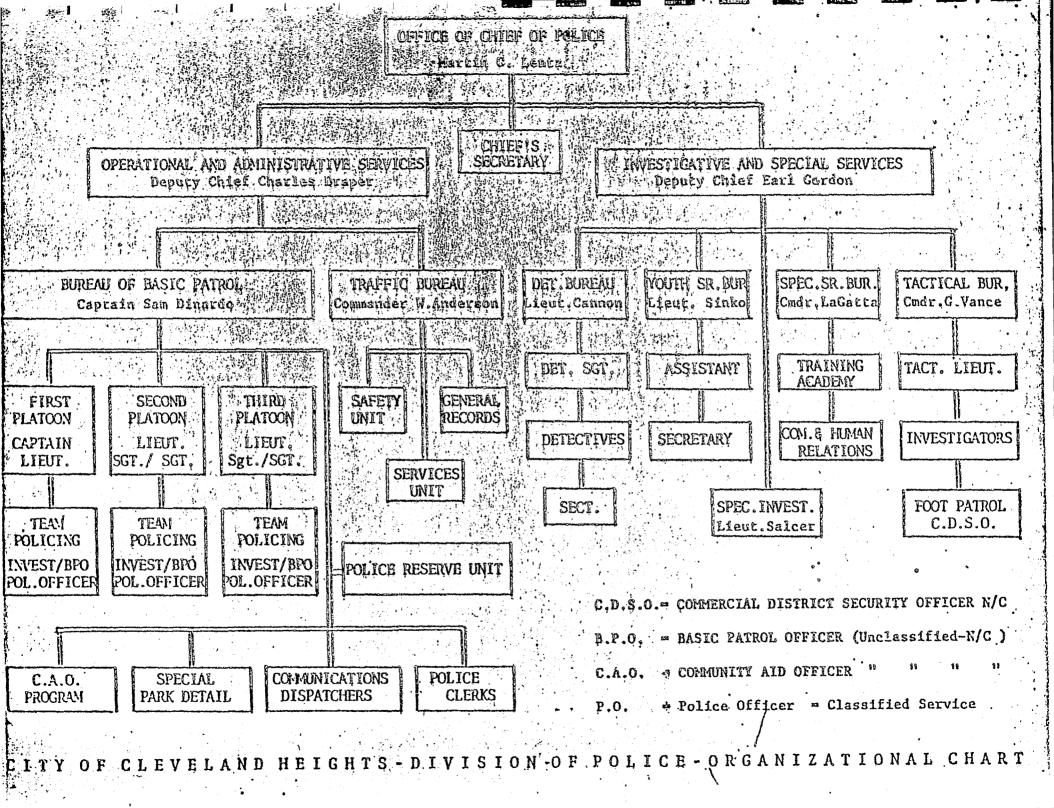
The City of Cleveland Heights, Ohio is a suburban community located just to the east of Cleveland, Ohio, and as situated, is contiguous to the boundaries of the notorious Fourth and Fifth police districts of the City of Cleveland. The City of East Cleveland forms the northern boundary, and to the east the City of South Euclid, to the south, the Cities of University Heights and Shaker Heights.

The City of Cleveland Heights, Ohio has a population of approximately 61,000 residents and an area of 8.2 square miles and is classified as a middle-class Community. It has a Black population of approximately fourteen per cent with Black residences located in all sections of the City.

Cleveland Heights is comprised of approximately eighty per cent residential and apartment areas and twenty per cent commercial, with no industry located in the City.

The City has one public high school with an annual enrollment of over 3000 students. There are four junior high schools and eleven elementary schools in the public school system. In addition, there are two private high schools. Case Western Reserve University is located just over the western City line with several of the student dormitories located within the City of Cleveland Heights. A percentage of the students and university employees reside on the west side of Cleveland Heights in the apartment areas.

The City of Cleveland Heights is operated under the City Manager type government. The City Manager is responsible for all administrative duties within the City and also serves as Safety Director.



MANPOWER ALLOCATIONS AND ASSESSMENT OF MANPOWER RESOURCES

The City of Cleveland Heights Police Department has a compliment of ninety-nine sworn police officers and eleven full-time civilian employees.

At the commencement of the Police Emphasis Program the organization of the police department was reconstructed and new ranks were created. It was necessary to re-evaluate the police departments manpower resources and their assignments.

To provide for the continuity of vervices at the shift level, twelve unclassified service officers were hired in a lower pay grade and paired as assistants to classified service police officers in the two-man zone cars. These officer teams formed the nucleus of the Team Policing concept included in the Project.

PATROL EMPHASIS PROGRAM

The Patrol Emphasis Program was designed to be an exciting and innovative approach to modern urban crime problems, maximum utilization of police personnel and equipment, police professionalization, and police-community relations with the accompanying public support of the police function and its crime reduction efforts.

The Project was designed to:

- A. Increase Uniform Patrol status
- B. Increase officer accountability and visibility
- C. Create an impact on rising crime rates
- D. Create recognition of good patrol work, make it attractive to officers.
- E. Enhance the exchange of crime-related information between police and citizens. To effectively use such information in crime control instead of relying only on traditional police practices which tend to be less successful.
- F. To place the bulk of police resources on the street during those hours that the demand for police services is the greatest, as predicted by analysis of service calls and plotted on a 168-Hour Circular Graph.
- G. Reduce the opportunity for criminal behavior
- H. Expand the responsibility of the patrol officers
- I. Allow uniform investigators to fully investigate their original complaints and assignments.
- J. Maintain an accurate statistical data recording procedure.

PATROL EMPHASIS PROGRAM OBJECTIVES

I. SCIENTIFIC PLANNING OF PATROL RESOURCES DEPLOYMENT

- a. At the time of the Project commencement, July 15,1974, a 168-Hour Circular Graph was designed. Using a twelve month data base from July 1, 1973 to June 30, 1974, the total service calls were plotted by day of the week, hour of the day.
- b. On August 1, 1974 computerization of all assignments from the daily radio log was put in operation. The following data was retrieved from the computer:
 - 1. Type of assignments
 - 2. Time of day
 - 3. Day of week
 - 4. Census track or unit blocks of occurrence
 - 5. Units dispatched
 - 6. Officers on the assignment
 - 7. Response time
 - 8. Total time on the assignment
- c. During the early months of this Project, modernization and updating was made of the Police Communications Center. Included were provisions for a two-position console. The 168-Hour Graph developed under this Project was utilized in rotation on a seven day revolving clock so that communications personnel would be alerted to peak, periods.
- During the early months of the Project a Statistical Data Center was established. The Data Center is responsible for computerized data, compilation of crime maps indicating date, time, location, modusoperandi, and other pertinent data for distribution to Tactical Bureau Members and other mobile units.

SCIENTIFIC PLANNING OF PATROL RESOURCES DEPLOYMENT - (CONT'D)

d. Cont'd.

This Data Center is used as an instrument for more effective and efficient utilization and deployment of the Cities' manpower resources.

Coupled with the 168-Hour Circular Graph, the work-load concentration and assignments were made by the time of day, day of week, and time of season.

This new directed deterrent patrol was a radical departure from the traditional random patrol.

- e. From the time of commencement of this Project to
 the end of the year, December 31, 1974, the 168-Hour
 Circular Graph continued to be utilized and
 computerization of all assignments from the daily
 radio log continued without experiencing any major
 problems or setbacks. Utilization of the 168-Hour
 Circular Graph represented an extreme implementation
 of the concept of deploying manpower in a pattern
 consistant with the level of services demanded.
 Expected results:
 - 1. Maximize police availability during peakload hours.
 - 2. Maximize police visibility and the sense of police presence during those hours of high crime opportunity.
 - 3. Avoid underutilizing manpower during hours of low demand and avert the problem of officer boredom.
- f. During the first ninety days of 1975 the 168-Hour Circular Graph and computerization of assignments continued. No problems or setbacks were encountered. The use of the 168-Hour Circular Graph became a great aid to dispatching personnel. Some slight mechanical problems were encountered and adjustments to the equipment were required. But this was anticipated.

SCIENTIFIC PLANNING OF PATROL RESOURCES DEPLOYMENT - (CONT'D)

- g. During this period the Statistical Data Center continued to be operational. This data was found to be an invaluable aid and was directly responsible for numerous excellent felony arrests.
- h. During the months of April through June 1975 inclusive, the utilization of the 168-Hour Circular Graph for total departmental resource continued. Computerization of assignments also continued without problems.

The Statistical Data Center established to meet the concepts of this Grant continued the compilation of crime maps, weekly and monthly crime analysis summaries, crime pattern identification bulletins, investigative leads and correlation reports, suspect MO bulletins, and crime trend reports. All of this information was disseminated on a regular basis to Tactical Bureau members and other mobile unit personnel. All mobile units were deployed according to the 168-Hour Circular Graph. The goal of providing maximum number of uniform personnel on the streets during peak periods continued to be maintained.

i. During the last six months of 1975 untilization of the 168-Hour Circular Graph continued with success.

During this time the 168-Hour Circular Graph was updated and the new correlation graph was analyzed for new patterns and trends. The new 168-Hour Circular Graph was designed using a twelve month data base from September 1, 1974 to August 31, 1975. In comparison, the new 168-Hour with the old 168-Hour Graph, it was found that very few changes, all of a minor nature, were made on the incident frequency

SCIENTIFIC PLANNING OF PATROL RESOURCES DEPLOYMENT - (CONT'D)

i. Cont'd.

clock. Very few variations were indicated on the new correlation graph.

II. SCIENTIFIC DEPLOYMENT OF SUPPORT (NON-PATROL) RESOURCES

- a. At the time of the Project commencement all support (non-patrol) resources, including Communications, Records, Detective Bureau, and Traffic Bureau resources, were deployed according to the new 168-Hour Circular Graph to provide maximum mobile units on the street during peak periods and sufficient supporting staff. Trained civilians, for the first time, were utilized in the Communication Center and in other police office functions not requiring sworn or supervisory personnel.
- b. As the overall Project developed it was evident that personnel and mobile units had been improperly deployed to shifts and areas prior to the initiation and use of the 168-Hour Circular Graph. The eventual result was a drastic reduction in index crime.
- c. Improved scheduling techniques, assessment of manpower resources, scientific deployment of manpower,
 reduced response time, formulation of patrol
 -strategies, were all made possible through the use
 of the 168-Hour Circular Graph and Clock and the
 Statistical Data Center.
- d. During the first eighteen months of this Project the goal of providing the maximum number of uniform personnel and marked mobile units on the streets during peak periods as indicated by the 168-Hour Circular Graph was maintained with success.
- e. These innovative approaches to age-old police problems were in direct contrast to the old traditional approaches. This new system has led to productive patrol practices and a decrease in major crime.

The Statistical Data Center remained fully operational and continued to meet the concepts of this Grant. Important crime and suspect data continued to be disseminated on a regular basis at roll-call and in the form of summary reports.

During this time there was an increase in the number of criminal cases cleared by arrest by correlating the M.O. of arrest suspects to other current offenses. The crime pattern and suspect bulletins and summaries increased the awareness of members of the Basic Patrol and therefore increased the potential for earlier arrest.

The crime analysis officer attends Uniform Patrol roll-calls on a regular basis where there is an interchange of vital crime related data. These meetings have established an important communications link and rapport between the Crime Analysis personnel and Uniform Patrol Officers. This was sadly lacking prior to the commencement of this Project.

FORMATION OF A CRIME ANALYSIS BUREAU

Three officers were assigned into the Crime Analysis
Bureau. This represents three per cent of the Departments
overall strength. This Bureau operates and employs a manual
system of storing and filing crime data.

Data for the Bureau is obtained from the offense reports, supplementary reports, arrest reports, filed contact reports, special analysis reports, all departmental records and reports, Make the second of the second and statistical records from all Units and Bureaus. After the crime data is received it is analyzed and then disseminated to all members of the Department. Following this there is a feedback on the information and then evaluation of the crime data is made. The compilation of crime maps, weekly and monthly crime analysis summaries, crime pattern identification bulletins, investigative leads, and correlation reports, suspect M.O. bullstins, and crime trend reports, are dis-seminated on a regular basis to the Tactical Bureau personnel, all members of the Uniform Mobile Patrol Units, and all ranking officers.

A member of the Crime Analysis Bureau regularly attends
Uniform Patrol, Tactical Bureau, and Team-Policing, roll-call
where there is a vital exchange of important crime data
information. Very important "street information" is obtained
from members of the Uniform Patrol at these meetings.

FORMATION OF A CRIME ANALYSIS BUREAU - CONT'D)

Most important functions of the Crime Analysis Bureau is to identify crime trends and patterns, to predict and project criminal activity, and then deploy Uniform Patrol personnel into special high crime areas at the proper time of day, week, and month. Also, the screening of crime suspects all ready in custody against past crimes and to deploy preventative patrols as indicated by crime trends and the 168-Hour Circular Graph.

The Crime Analysis Bureau has been partly responsible for closer working relations with the Uniformed Patrol Officer and the Plain Clothes Detectives. It is necessary to be successful in this area to relate with the street and foot-patrol officer. Overall results from the Crime Analysis Bureau have been obvious over a period of time. The Department has seen an increase in the number of cases cleared by arrest matched against M.O. data. It has provided investigative leads for the detectives, crime pattern bulletins to patrol personnel, and through this has increased their potential for an early arrest.

A police lieutenant assigned to the Crime Analysis Bureau organizes and directs the activities of the Bureau, maintains liason with line units, outside agencies, neighborhood groups, and maintains the efficiency and discipline of his subordinates. He conducts and directs appraisal and analytical activities and has published various periodic and special reports describing criminal activity and persons believed responsible. The

FORMATION OF A CRIME ANALYSIS BUREAU - (CONT'D)

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lieutenant reviews, edits, and approves the production of the Bureau and participates in crime review meetings to present current crime data. This is usually done at shift Uniform Patrol roll-calls. The lieutenant confers with supervisors of line units to exchange information regarding offenses and suspects. The lieutenant is directly supervised by the Project Director, Chief of Police Martin G. Lentz.

The Crime Analysis Bureau has been an aid in coordinating crime data information between plain clothes personnel and uniform personnel and has brought these two groups close together while identifying future problem areas.

One of the Crime Analysis officers attended the L.E.A.A. sponsored Regional Crime Analysis Seminar held in Rosemont, Illinois. This Seminar was put on by the National Institute of Law Enforcement.

One officer has been assigned into the Crime Prevention Bureau. This represents one per cent of the departmental strength. The crime prevention officer attended a four week course at the National Crime Prevention Institute which was conducted at the University of Louisville, Shelby Campus, Louisville, Kentucky. The course covered "Crime Prevention and Theory and Practice."

The crime prevention officer has made numerous public speaking engagements, attended neighboring group meetings

FORMATION OF A CRIME ANALYSIS BUREAU - CONT'D)

along with a member of the Tactical Bureau assigned into that particular neighborhood, block clubs, and groups, and at present is preparing a line of crime prevention brochures.

Security checks have been made of residences and business establishments. Overall street lighting conditions are being studied in the business districts, residential areas, public parking areas, and park systems. Residents have been furnished lock and alarm system information. These factors have greatly improved citizen-involvement with the police department regarding joint community crime problems.

III. EFFECTIVE SUPERVISION AND MONITORING OF THE PATROL ACTIVITIES

At the time of the Project commencement, July 15, 1974, and under one of the objectives of this grant, a fourteen-man Tactical Bureau was established. This Bureau since the time of its inception and up to the present time has been closely supervised by Commander George J. Vance, a widely-respected, experienced, and capable command officer. This was done to give the Bureau definite status within the departmental structure and as a continuing reminder to all personnel of the importance that the Department command attaches to the Tactical Bureau function.

All personnel in the Tactical Bureau, outside of ranking officers, were classified as Uniform Investigators - a classification equal to that of Plain Clothes Detective. This new rank of Investigator provided status and recognition for the Basic Patrol Officer and ranking officers feel that it makes their functions easier to administer by providing a series of key field personnel who will see that orders are carried out. These investigators have limited supervisory responsibility. The Investigators receive \$50.00/per month over base pay. This new classification of Investigator has proven to be very beneficial to patrolmen in the ranks, as in the past the only way to receive departmental recognition would be appointment to the Detective Bureau. This is no longer true. With the enhancement of the patrol officer, unit friction within the

EFFECTIVE SUPERVISION AND MONITORING OF THE PATROL ACTIVITIES (CONT'D)

Division of Police has decreased with all units of the Division moving towards one common goal.

During the last ninety days of the 1974 Project uniformed police personnel in the field, and in particular the Tactical Bureau, made a number of excellent and quality felony arrests. Compared to the previous ninety day period - which was impressive by itself - Carrying Concealed Weapon arrests went up 266%.

During the entire course of the eighteen month Project the fourteen-man Tactical Bureau continued to be operational and directly deployed according to the 168-Hour Circular Graph. The Bureau continued to be closely supervised to meet the overall Project objectives. This program, along with the Team Policing concept has enabled the Department to deploy patrol manpower in more effective locations and during peak crime hours and therefore prevent criminal attack.

The use of the 168-Hour Circular Graph, the formation of the Tactical Bureau, and Team Policing concept, has been responsible for the drastic reduction in major index crimes. It may be interesting to note that in accordance with the concepts of Patrol Emphasis the entire personnel of the Tactical Bureau was furloughed on vacation during the last two weeks of June 1975. A careful study of the crime index data for the previous thirty-six months indicated less index crimes occurred during this two week period in June than other warm weather months. In fact, it was noted that during the months of July, August, and September, index crimes had increased sharply.

During the two week vacation period all Tactical Bureau mobile units were completely serviced. Car radio units and walkie-talkies were checked and serviced.

As the Project continued all aspects of this objective continued to be met and with success. A reduction in major crimes continued as the Project came to its conclusion.

For further crime data see attached crime summaries and graphs.

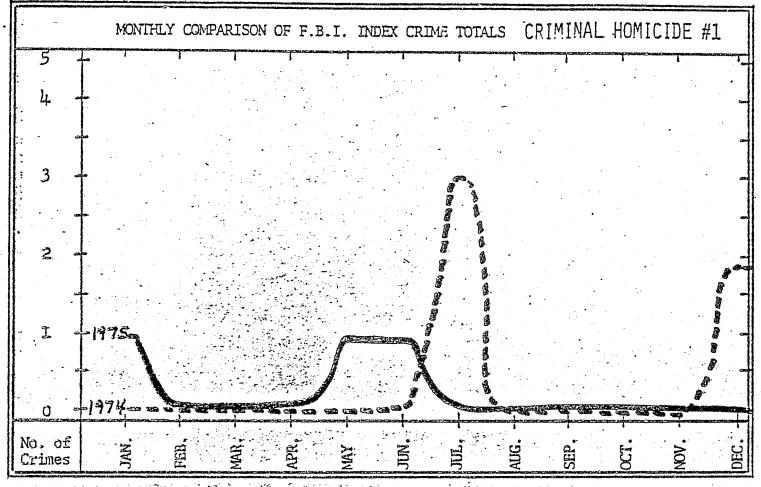
EXHIBITS

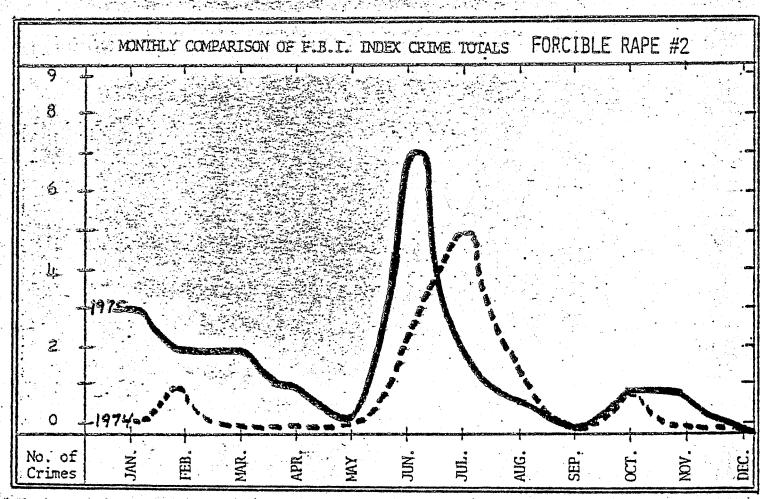
TY OF THE LAND SIGHT, ONTO POLICE DEPARTMENT

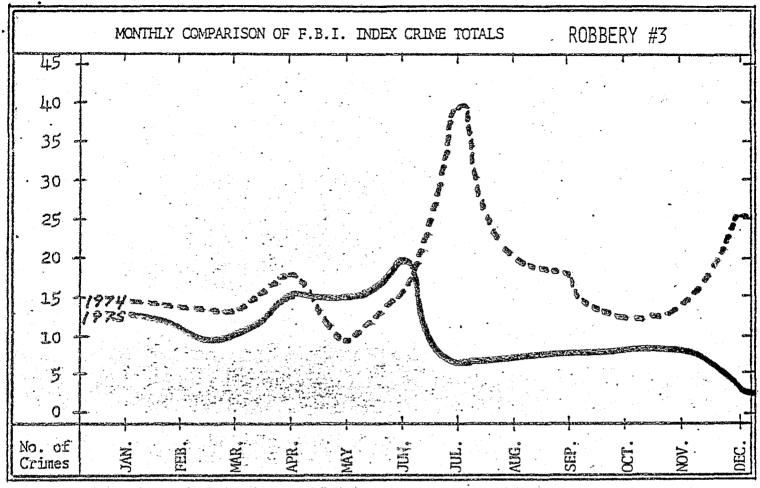
MONTHLY COMPARISON OF F.B.I. INDEX CRIME TOTALS FOR 1974 AND 1975

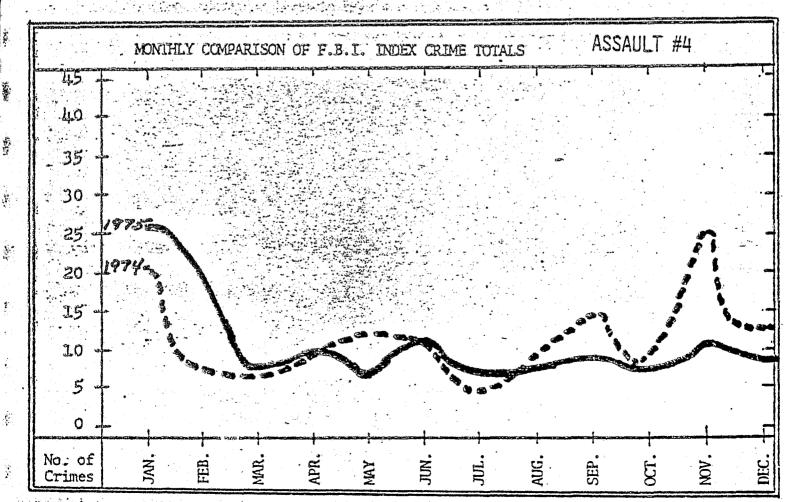
PATROL EMPHASIS PROGRAM WAS INITIATED ON JULY 15, 1974

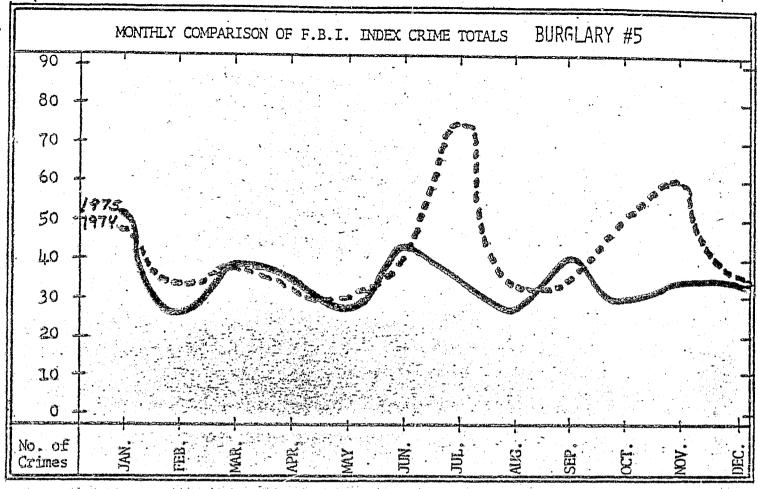
1974	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	ocr.	NOV.	DEC.	TOTALS
CRIMINAL HOMICIDE	0	0	0	O	0	0	3	O		0	0	2	ς
FORCIBLE RAPE	0	1	0	0	0	2	5	2	0	1	0	0	11
ROBBERY	14	13	13	17	9	15	30	21	17	1.2	13	26	
ASSAULT	21	7	6	10	12	11	5	10	15	10			
BURGLARY	48	33	37	33	30	37	72	74	33	49	26 60	14 37	147 504
LARCENY THEFT	83	100	118	124	\$18	29l ₄	284	214	165	125	113	132	1970
imotor Vehicle Theft	33	26	32	34	35	39	49	33	32	37	32	29	411
TOTALS	199	180	206	216	304	398	456	315	262	234	21,4	2lto	3256
1975	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	vao.	SEPT.	oct.	NOA.	DEC.	TOTALS
CRIMINAL HOMICIDE	1	. 0	O	O	1	1	O	O		0	. 0	0	3
FORCIBLE RAPE	3	2	2	7	0	7	3	- H	0	1	1	0	21
ROBBERY	_13	11	9	DL	14	20	6	7	15,	. 6	8	4	129
ASSAULT	26	. 20	7	10	6		8	6	9	8	II	.10 .	134
BURGLARY	53	26	37	36	28	43	37	27	ito.	30	35	35	427
LARCENY THEFT	112	90	84	_98	167	237	209	.157	177	121	159	158	1769
MOTOR VEHICLE THEFT	_27	30	22	.38	30	37	41	.34	34	38	33	38	402
TOTALS	235	179	i61	1.97	246	356	3014	234	275	206	24,7	245	2885

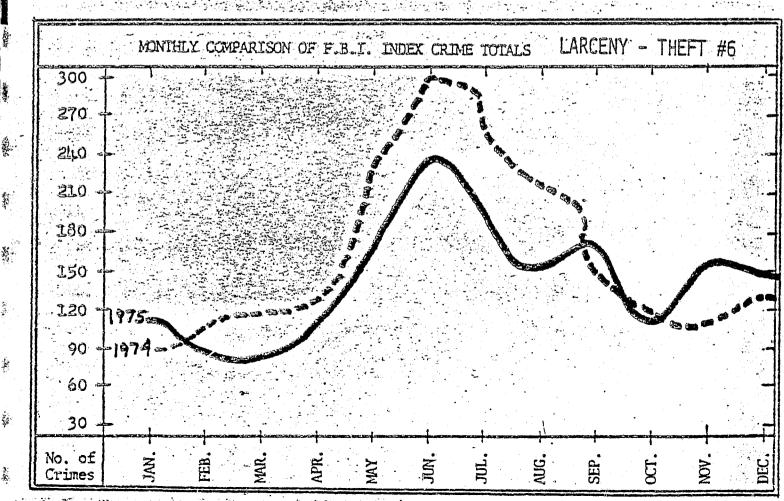












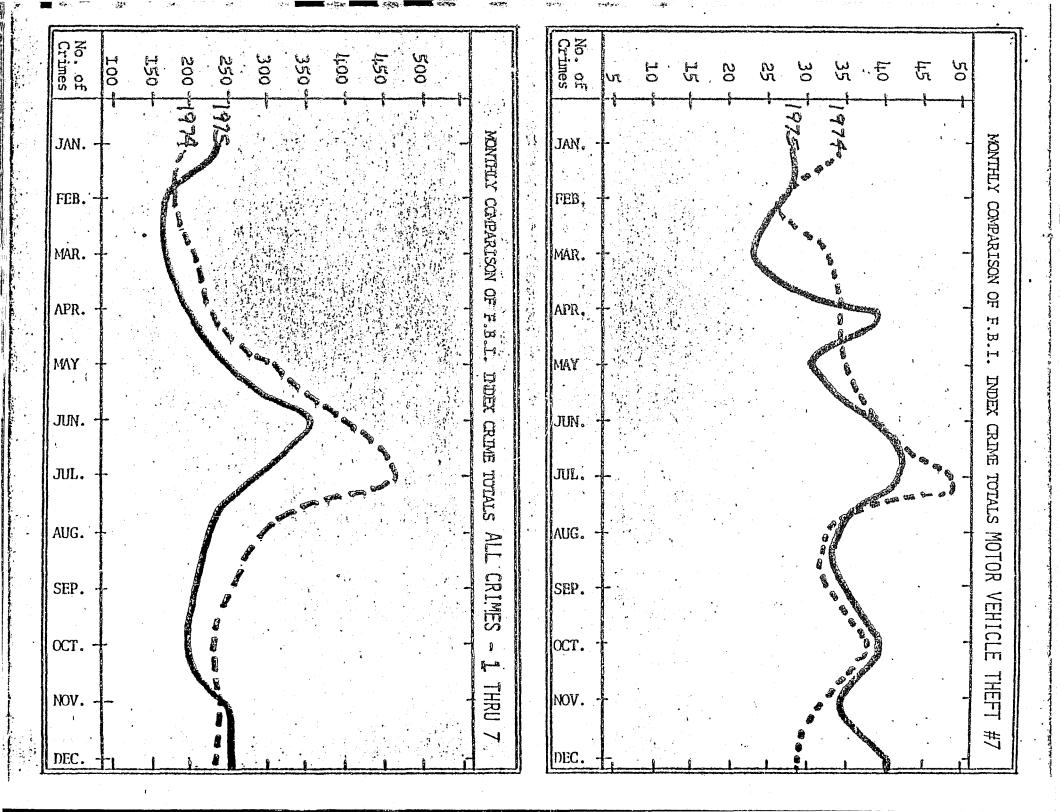
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FORM G

BUREAU

SPECIAL INVESTIGATIONS CLEVELAND HEIGHTS POLICE DEPARTMENT DETECTIVE BUREAU

FILE NO NO FILE

DATE JANUARY 6, 1975

FROM

DET. LIEUT. R. SALCER

TO CHIEF MARTIN G. LENTZ

SUBJECT

SUMMARY OF SUSPECTS AND SUSPECTS AUTOS IN CONNECTION WITH RECENT AGGRAVATED

BURGLARIES

COPIES TO DEPUTY CHIEF E.J. GORDON * ENTIRE DEPARTMENT

Sir:

Following is a summary on suspects and suspects autos in connection with recent Aggravated residential burglaries.

DATE:

January 28, 1975

Between 6 PM - 9 PM

IOCATION:

3175 E. Derbyshire Rd.

ENTRY:

LIGHT OF GLASS BROKEN IN REAR DOOR

PROPERTY:

T.V. & STERIO EQUIPMENT

SUSPECTS:

#1-COLORED MALE, 17 YEARS OF AGE, 5:9" TALL, WEIGHT 140#, AFRO, WEARING ORANGE

LEATHER JACKET AND BLACK HAT UNABLE TO IDENTIFY

#2-COLORED MALE, 17 YEARS OF AGE, 5'9" TALL, WEIGHT 11:0#, DARK CLOTHING, DIRTY CREAM JACKET UNABLE TO IDENTIFY

ATTENTION:

THESE TWO MALES WERE OBSERVED IN THE AREA OF CHESTER MEATS. 2112 LEE RD., ON

JANUARY 27, 1975. JUST PRIOR TO THE TIME IT WAS BURGLARIZED

DATE:

JANUARY 29, 1975

7:07 PM

LOCATION:

2263 LAMBERTON RD.

ENTRY:

LIGHT OF GLASS BROKEN IN REAR DOOR

PROPERTY:

INVENTORY AT A LATER DATE

SUSPECT:

WHITE MALE, 20-23 YEARS OF AGE, 6'2" TAIL, WEIGHT, VERY HEAVY SET, RAN NORTH

ON LAMBERTON RD. TOWARDS CLARKSON RD. AFTER HE LEFT THE SOME. SUSPECT

ASSAULTED VICTIM. UNABLE TO IDENTIFY

DATE:

JANUARY 30, 1975

BETWEEN 8 AM - 5 PM

LOCATION:

3265 SIISBY RD.

ENTRY:

UNLOCKED ATTACHED GARAGE. FORCED OPEN DOOR INTO HOME

PROPERTY:

T.V. - JEWELRY

SUSPECTS

WITNESS OBSERVED LATE MODEL YELLOW STATION WAGON, WITH BROWN WOOD TRIM, BACKED

INTO GARAGE OF ABOVE ADDRESS.

AUTO:

#1-WHITE MALE, 50-60 YEARS OF AGE, 6' TALL, MEDIUM BUILD, GREY CURLY HAIR &

WEARING A SHORT BLUE JACKET

#2-WHITE MALE, MUCH YOUNGER THAT #1, DARK HAIR. HE WAS THE DRIVER OF THE AUTO. BOTH MALES HAD THE APPEARANCE OF HOUSE PAINTERS OR CONSTRUCTION

WORKERS. BOTH SUSPECTS AND AUTO WERE OBSERVED PARKED IN THIS AREA TWO

DAYS PRIOR TO THE BURGLARY

DATE:

JANUARY 21, 1975

1:30 PM

ATTEMPT ENTRY

LOCATION: ATTEMPT: 3575 WASHINGTON BLVD. UNLOCKED FRONT DOOR

SUSPECT

A WHITE MALE, NO FURTHER DESCRIPTION, WAS OBSERVED LEAVING THE FRONT DOOR AREA.

&

SUSPECT LIFT IN A WHITE/BROWN THUNDERBIRD, FIRST LETTER OF LICENSE # F????.

OTUA

A THUNDERBIRD HAS BEEN OBSERVED IN OTHER NEAR*BY AREAS FOLLOWING BURGLARIES.

RESPECTFULLY SUBMITTED:

DET. LIEUT. R. SALCER

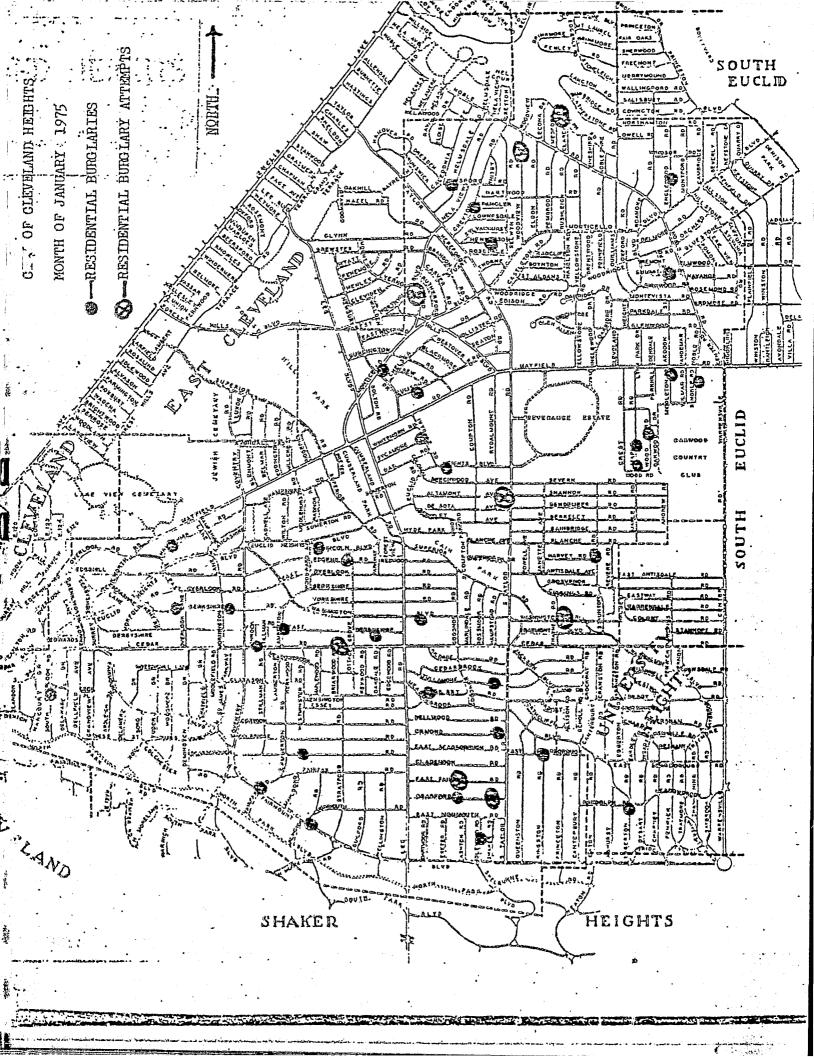
•	DATE	DAY		ADDRESS	POINT OF ENTRY	TRACT	FILE	
: : :* :			The goal was were some more many man from the was was was been was then then some soon man set.		may now man man and core and this part may cot and that was not that and one cost and the man are the cost that the	11.02	a	-
	1-1-75	Wednesday	5:00 PM - 1:00 AM	3420 Winsford Rd.	Back porch window	1403	A-68251	
	1-1-75	Wednesday	7:00 PM - 3:00 AM	887 Englewood Rd.	Unlocked basement window	1404	A68255	
	1-1-75	Wednesday	Past 24 hours	3391 Tullamore Rd.	Body force, rear door	1416	A-68253	
	1-1-75	Wednesday	1:00 PM -10:00 FM	1539 Middleton Rd.	Rear porch window	1408		31-31
- 1	1-2-75	Thursday		1682 Wood Rd.	Unlocked side window	11,08		}HF .
٠.	1-2-75	Thursday	Past 5 days	3305 E.H.B.	1/2" tool, rear door	1411	A-68294	
	1-3-75	Friday	7:00 PM8:00 PM	1516 S. Noble Rd.	Window, side door	11108		4F1F
	1-4-75	Saturday	Past 48 hours	2965 Fairmount Blvd.	Raar window	11.15	A-68336	
	1-5-75	Sunday	7:00 PM	1648 Maple Rd.	Window, front door	1408	Tr. Contro	nit
	1-5-75	Sunday	2:00 PM -10:00 PM	1686 Maple Rd.	Window, front door	11 †08		11-11-
e e	1-7-75	Tuesday	5:00 PM - 8:00 PM	2626 Berkshire Rd.	Window, basement	1412	V-68HII	
	1-7-75	Tuesday	5:00 PM -11:00 PM	3362 Henderson Rd.	Porch door, screwdriver	11403	A-68412	
	1-9-75	Thursday	1:00 PM - 5:00 PM	2905 Scarborough Rd.	Window, back door	11111	A-68463	
	1-10-75	Friday	9:00 AM - 5:00 PM	3456 Scarborough Rd.	Unlocked side door	1413	a-68487	
4 , 6	1-10-75	Friday	Noon 6:00 PM	2014 Princeton Rd.	Window, front door	11:17	a-68488	
	1-10-75	Friday	Past 24 hours	2352 S. Overlook Rd.	Rear door	1412	a-68485	
** . 2.	1-12-75	Sunday	7:00 PMEL:00 AM	2695 Hampshire Rd.	Unlocked rear door	1415	A-68522 +	4646
	1-13-75	Monday	9:00 AM- I1:00 AM	1641 Ivydale Rd.	Forcing milk chute	$11_{4}07$	a-68539	
	1-17-75	Friday	7:00 PM -10:00 PM	3077 Monticello Blvd.	Unlocked window, rear	JL;02	a-68651	
: 1	1-18-75	Saturday	9:00 AM - 4:00 PM	3356 Bradford Rd.	Basement window	1416	a-68662	
	1-19-75	Sunday	7:00 PM - 3:00 AM	2100 Renrock Rd.	Window, rear door	1417	A-68672	
	1-22-75	Wednesday	Past 48 hours	2783 Berkshire Rd.	Rear window forced	11_{12}	a-68774	
	1-23-75	Thursday	5:00 PM -10:00 PM	2053 Staunton Rd.	Unlocked window, rear	1 408	a-68858	
	1-23-75	Thursday	Noon 3:30 PM	3432 Ormand Rd.	Unlocked door, rear	11,16	a-68787	
•	1-25-75	Saturday	7:00 PM -IL:00 PM	2856 Fairfax Rd.	Unlocked garage door	1415	a-68882	
	1-25-75	Saturday	7:00 PM -10:00 PM	3199 Rumson Rd.	Window, patio door	1402	A-68893	
	1-28-75	Tuesday	3:00 PM - 2:00 PM	2661 Idlewood Rd.	Basement window	1416	A-68945	
	1-28-75	Tuesday	Noon 4:00 PM	3025 Lincold Rd.	Window, rear door	11,11	A-68957	
	1-28-75	Tuesday	6:00 PM - 9:00 PM	3175 E. Derbyshire Rd.	Window, rear door	1406	A-68964	
	1-28-75	Tuesday	7:00 PM -10:00 PM	3221 Washington Blvd.	Window, front door	1407	A-68965	
	1-29-75	Wednesday	12:45 PM	895 Greyton Rd.	Window, side door	1403		3 ₩
	1-29-75	Wednesday	8:00 PM - 6:00 PM	3845 Summit Park	Unlocked window, rear	Holi	A-69007	
	_	Wednesday	7:00 PM	2263 Lamberton Rd.	Window, rear door	lilli	A-69011	
	1-29-75	•	Past 24 hours	3084 Rigehill Rd.	Forcing side door	1411	A-69016	
	1-30-75	Thursday		3265 Silsby Rd.	Unlocked garage door	1416	A-69041	
	1-30-75	Thursday	8:00 AM - 5:00 PM	om Angred Cost	mirrogued Rarago door	party and	as Op Ottain	

+++ DENOTES BURGLARIES CLEANED UP AND ARRESTS ***

SEE ATTACHED PAGES FOR ATTEMPTS, SUSPECTS AND SUSPECTS AUTO

RESIDENTI	ALII	<u>aggravate</u>	D EUROLARIES	& attempts for	THE MONTH (OF JANUARY	1275	"RES	IDENTIAL"	,
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1-8-75 1-8-75 1-11-75 1-12-75 1-20-75	WEDNESDAY SATURDAY	9:15 AM 1:30 AM 6:10 PM 4:15 PM	1296 343	O RANDOLPH RD. 4 CEDAR RD. 3 BRADFORD RD. 6 ALTAMONT RD.	ENCLOS WINDON	SED PORCH S V, SIDE DOO	Creen R	1401 1412 1416 1407 1402	A-68422 A-68440 A-68507 A-68528 A-68698	}(-) (-
1-21-75 1-23-75 1-29-75	THURSDAY	PAST 24 HOW	rs 333	6 ALTAMONT RD. 6 MT. VERNON F 5 WASHINGTON E 3 FAIRFAX RD. 8 WOODVIEW RD.	REAR I)00R		1407 1414 1403	A-68855 A-69012	
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RESPECTFULLY SUBMITTED,
DET. LIEUT. R. SALCER



TO: Chief Martin G. Lentz FROM: Det. Lieut. R. Salcer

March 11, 1975 DATE:

\$ 7.05.00 BETTA

SUBJECT: Summary of suspects and suspects autos used in connection with

recent Aggravated Robberies and Purse Snatchings.

AGGRAVATED ROBBERY SUSPECTS & AUTOS Sir:

DATE: February 1, 1975 8:00 P.M. Victim: Mr. Paul Kruger LOCATION: Church of the Master parking lot, Monticello Blvd. & Quarry Rd.

SUSPECT:

White male, 20 years of age, 5'll" tall, slender build. Wearing a dark green Alaskan Parka coat. Held a thick 8" kitchen knife. Took victim's 70 Ford, B98171.

NOTE: Victim can identify suspect.

DATE: February 3, 1975 9:20 A.M.

LOCATION: Sunoco Service Station 1905 Lee Rd.

SUSPECT:

Sunoco Service Station 1707 Lee no. Colored male, no age, 5'8" tall, slim build, well dressed. Suspect left in a White Cougar, Ohio License JC-793 or MS-583. VEHICLE:

NOTE: Victim can identify. No weapon seen.

DATE: 8:45 A.M. February 3, 1975 Victim: Mr. Henry Koenig

LOCATION: HAMPSHIRE LANE

Colored male, 34 years of age, 5'7" tall, weight 150#, medium SUSPECT: afro, clean shaven, with a light 4" scar diagonally on the right

cheek.

Wearing a black cap that covered most of his hair, and a black

knue length leather coat and dark pants.

Victim can identify suspect. Suspect was holding a dark colored NOTE:

gun with a long barrel.

Description and clathing of this suspect is identical to the

overall description of Rape suspect. Rape suspect has been observed in the area of Hampshire Lane on two previous occasions.

He is known to be out and on the streets in the early A.M. hours.

DATE: February 10, 1975 7:30 P.M. Victim: Leo Padden LOCATION: Severance Center South side upper level parking lot area. SUSPECT: Colored male, 20-25 years of age, 6'2" tall, weight 165#

Dark complected, goates, mustache, glasses.

Wearing full length tan leather coat, green crushed velvet hat.

NOTE: Victim can identify. Suspect carrying .25 cal. revolver.

DATE:

February 21, 1975 Victims. Mr. & Mrs. Eliav 7:10 P.M.

LOCATION: Blanche Rd. and Compton Rd.

SUSPECTS: Two colored males, 21 years of age, thin build. No other I.D.

Suspects armed with shotgun attempted to force victims into car.

When victims resisted they were both shot in the legs.

Third colored male, no description, operating an old model car,

green in color with verticle shaped tail lights.

Victims unable to identify. NOTE:

PURSE SNATCHING SUSPECTS AND AUTOS

February 1, 1975 2:00 P.M. DATE: Victim: Beatrice Stein W.F.67

LOCATION: 3108 Meadowbrook Blvd.

Colored male, 13-15 years of age, 5'5"-5'7" tall, chubby build. SUSPECT:

Suspect had black beatle type hair style, he was wearing a light

green Army fatigue type jacket.

NOTE: Victim can identify. No weapons or auto seen.

PURSE SNATCHING SUSPECTS AND AUTOS Victim: Mary Leccisotti W,F,64 February 10, 1975 3:30 P.M. DATE: LOCATION: Cedar Rd. and Fairmount Blvd. SUSPECT: White male, ll years of age, 5'4" tall, heavy build. Wearing a red satin ski jacket and a dark stocking cap. NOTE: Victim can identify. No weapons seen. February 11, 1975 5:30 P.M. Victim: Anne Cantillon W.F. DATE: LOCATION: Euclid Heights Blvd. & Mornington Lane SUSPECTS: Three colored males, no further description. Green auto, possible license number FF-5195. VEHICLE: February 12, 1975 7:10 P.M. Victim: Mrs. Grite Miller W.F.69 DATE: LOCATION: 3245 Altamont Rd. Colored male, 15-18 years of age, 5'2" tall, weight 140#, small afro SUSPECT: Wearing a large black beret type hat, light brown leather jacket. NOTE: May be able to identify. No weapon or auto seen. 3:30 P.M. DATE: February 13, 1975 Suspect: Mrs. Wilson C.F. (31) LOCATION: GALES Bi-Rite Supermarket 20h0 Lee Rd. Colored male, 28-30 years of age, 5'11" tall, weight 170#. SUSPECT: Wearing large brim black hat, black & white checkered knee length coat. Suspect stutters and has a wandering left eye. VEHICLE: Old model yellow car, possible license number AM-5988. NOTE: Victim can identify. No weapons seen. February IL, 1975 DATE: 3:15 P.M. Victim: Jane Tackacs W.F.50 LOCATION: 876 Nelaview Rd. SUSPECT: Colored male, 19-20 years of age, 5'9" tall, weight130#. Wearing dark colored jacket and dark colored flat hat and red pants. Victim unable to identify. No auto or weapons seen. NOTE: Purse was found on Marloes Rd. in East Cleveland. 6:00 P.M. DATE: February 15, 1975 Victim: Juliet Parlee W.F. LOCATION: 1718 Glenmont Rd. #1-Colored male, 16-17 years of age, 5'11" tall, medium build. SUSPECT: Wearing dark jacket and black leather cap with visor. #2-Colored male, no description. VEHICLE: 1967-1968 Chevrolet, green in color. No license plates. NOTE: Victim able to identify. No weapons seem. DATE: February 16, 1975 6:30 P.M. Victim: Mac Ewan W.F.16 LOCATION: 937 Montford Rd. SUSPECTS: #1-Colored male, 17-18 years of age, 5'10" tall, medium build, afro. Wearing a 3/4 length light plaid tweed coat, black and white shoes, and a dark blue stocking cap. #2 and #3 Colored males, no description. VEHICLE: Late model Ford Pinto, white and orange in color. NOTE. Victim can identify. No weapons seen. DATE: February 17, 1975 2:00 P.M. Alma Gage W.F.85 Victim LOCATION: 830 Greyton Rd. SUSPECTS: #1-Colored male, 18-22 years of age, 6' tall, medium build. #2-Colored male, 18-22 years of age, 6'2" tall, no other I.D.

#3 and #4 Colored males, no description.

Unable to identify.

Late model four door car, medium brown in color.

VEHICLE:

NOTE:

IV. ENHANCEMENT OF THE BASIC PATROL DUTY

At the commencement of this Project the following changes were made to enhance the duty of Uniformed Basic Patrol to make it mere challenging and attractive to a officer for a longer period of time and have them receive departmental recognition which had been sadly lacking for such a long period of time.

- 1. Creating the classification of "Investigator" which we we might term the equivalent of a Uniformed Detective.
 - a. Increase in monthly pay (\$50.00/per month over base pay.)
 - b. Limited supervisory responsibilities.
 - c. An extremely attractive Uniform/Tactical Bureau patch.
 - d. A gold badge on a blue enamel field with the word "Investigator" across the badge, instead of the traditional silver patrolmans badge.
 - e. Plainly marked visible mobile patrol cars with the markings "TACTICAL BUREAU".

All of the Tactical Bureau personnel and those officers in charge of Team Policing cars were given the classification of "Investigator." As this Project progressed it became evident that the old prevailing feeling among patrolmen that it was necessary to be appointed a detective to receive departmental recognition, was fast diminishing. Basic Patrol Officers for the first time were no longer "beating a path to the Chiefs desk" asking to get out of the Uniform Division.

ENHANCEMENT OF THE BASIC PATROL DUTY - (CONT'D)

In fact, later on the reverse was true. During this time there was noted a very distinct change of attitude towards members of the Basic Patrol by all departmental personnel. The overall performance of uniformed personnel was approaching the excellence category as the Project progressed.

Those with the rank of Investigator realize that it is an appointed classification and can be taken away if their performance is not diligent. Those who do not have the Investigator rank have unmistakenly increased their performance in an effort to be recognized and advanced into the Investigator classification.

As the Project advanced approximately eighty per cent of the uniform general duty officers have formally requested that they be considered upon an opening in the Investigator classification. Morale of all personnel has been very high under the new changes.

During this eighteen month Project one officer assigned to the Tactical Bureau requested to be reassigned for personal reasons due to the inconvenient duty hours; normally, 2:00 p.m. - 10:00 p.m. daily -- with Sunday and Monday as off-duty days. This officer was reassigned to general duty with loss of Investigator status and pay.

There were no other complaints or requests for reassignments from any of the investigators during this Project.

ENHANCEMENT OF THE BASIC PATROL DUTY - CONT'D)

During the last reporting period of 1975 a member of the Detective Bureau made formal application to be reassigned into the Tactical Bureau. This request was granted. The open position in the Tactical Bureau was made possible through a retirement.

During the last few months of 1975 members of the Tactical Bureau residing in the City of Cleveland Heights were given the opportunity to take their City police cars home. These officers are given permission to use the patrol car on personal business within the City during off-duty hours. This was done for several reasons:

- 1. Maintain a visible marked police car in the residential area during the unusual hours of day and night.
- 2. Officer using the cruiser off-duty maintain radio contact while in the cruiser and is bound to respond to all calls of an important nature.
- 3. This places more mobile units in the City Area during non-peak hours.
- 4. These cars maintain the high police visibility when officers are off-duty, to and from work, and while conducting other business within the City.

It has been noted that during the short time that this has been in effect the officers responding from off-duty time have on most occasions been the first car on the scene of a major crime and they have effected important felony arrests.

This effort is total officer involvement while off-duty, and geared to act as a crime deterrent.

ENHANCEMENT OF THE BASIC PATROL DUTY - CONT'D)

The five Tactical Bureau officers who take their police cars home with them also are issued a walkie-talkie and charger.

In this way they monitor the police radio at home and respond to important criminal type assignments. The following are regulations that must be observed by the officers taking their cars home:

- 1. They must carry their service revolvers at all times.
- 2. They have all been issued police windbreaker jackets and hats bearing police identification on the front and back of the jackets along with their badge and they must wear them when responding to off-duty calls.
- 3. When off-duty their police car must be parked in a highly visible area. At night, on the driveway portion of their home between the house and sidewalk.
- 4. They are allowed to wear civilian clothing when off-duty but must wear above described clothing when responding to a police call.
- 5. They are allowed to make personal and business stops within the City limits.

V. MOTIVATION & INDOCTRINATION OF POLICE PERSONNEL IN THE IMPORTANCE OF THE PATROL FUNCTION

During the early months of this Project the objective of motivation and indoctrination of police personnel in the importance of the patrol functions fell slightly behind schedule.

This deficiency was partially due to the Police Academy personnel being involved in a 290 classroom hour recruit class. Upon the completion of the Police Academy class the Academy staff immediately started to concentrate on the instruction and indoctrination setforth under this objective. However, three members of the Tactical Bureau and seven members of the Basic Patrol Bureau were assigned to attend courses of formal instruction related to this objective at learning instututions outside of this agency.

During the first eighteen months of the Patrol Emphasis
Program officers from the Tactical Bureau and Team Policing
Teams attended the following schools:

Theft Investigation

Motor Vehicle Theft

Science in Law Enforcement

Burglary Investigation

Sex Crimes Against Women and Children

Barricaded Gunmen and Building Assault

Basic Fingerprinting

Search and Seizure

Investigation of Sex Offenders

Bombs and Explosives

Patrol Motivation

MOTIVATION & INDOCTRINATION OF POLICE PERSONNEL IN THE IMPORTANCE OF THE PATROL FUNCTION - (CONT'D)

A Statistical Data officer attended a Crime Analysis Seminar in Peoria, Illinois. He later attended the month-long course on Crime Prevention at the National Crime Prevention Institute, University of Louisville - Kentucky.

Inservice training incorporating the elements of motivational training stressing the importance of the Basic Patrol function was administered to all personnel.

As the Project progressed formal classroom instruction of personnel in the importance of the patrol function was administered through the Police Academy. All ranking officers attended twenty-four classroom hours of instruction in the importance of the Basic Patrol function during this Project. Effects of the intensified instruction have been positive and in evidence by improved overall attitudes of the personnel.

VI. REDUCTION IN CRIME WITH PARTICULAR EMPHASIS ON INDEX CRIMES CRIME DATA

A survey of the five surrounding communities bounding the City of Cleveland Heights indicated that between January 1, 1974 and December 31, 1974 they experienced an average increase of 15.8% in overall crime compared to a comparable period in 1973. During that period of time Cleveland Heights experienced a nine per cent increase in crime. The explanation for the lower crime increase is that during the last five months of 1974, the time the Patrol Emphasis Program was initiated the rate of increase was substantially slowed down. Following this trend, for the first eight months of 1975 the rising crime rate was completely reversed and the City experienced a 13.4% crime decrease for a comparable period in 1974. During the comparable period, the FBT indicated a seventeen per cent national average 全型的原因的是自然是自然的。 increase in Major "A" Crime.

The overall effects of the Patrol Emphasis Program in Cleveland Heights totally reversed the rising crime rate which has been predominant within all neighboring communities as well as throughout the country. During the first full year of the Patrol Emphasis Program dramatic reductions in major crimes were noted and recorded.

The overall effects of the Patrol Emphasis Program in Cleveland Heights totally reversed the rising crime rate which has been predominant within all neighboring communities as well as throughout the country. The National FBI crime statistics

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REDUCTION IN CRIME WITH PARTICULAR EMPHASIS ON INDEX CRIMES (CONT'D) Crime Data (Cont'd)

indicate a 17.5% average increase in serious crimes throughout the country. During the first full year of the Patrol Emphasis Program dramatic reductions in major crimes were noted.

In comparing the twelve month period of 1975 against the comparable twelve month period of 1974, the following trends were observed:

the Company of Marcon is a property of the Control		CONTRACTOR DESCRIPTION		
	1974	1975	1975	1.9.7.5.
Criminal Homicide	5	3	-2	40% Reduction
Forcible Rape	IĹ	21	21	90.9% Increase
Robbery	208	129	879	37.9% Reduction
Burglary	504	427	-77	15.2% Reduction
Larceny Theft	1970	1769	-201	10/2% Reduction
Motor Vehicle Theft	411	402	- 9	2.2% Reduction
	3276	2885	371	and the second of the second o

During the twelve month period of 1975 there was a reduction in all major crimes with the exception of the Rape Category.

During this period of time there were 371 less major crimes major crimes committed than in the comparable previous twelve

REDUCTION IN CRIME WITH PARTICULAR EMPHASIS ON INDEX CRIMES (CONT'D)

Crime Data (Cont'd)

period and there was an overall 11.4% reduction in serious crimes.

NOTE: The increase in forcible rapes during the first six months of 1975 was the responsibility of one rapist who was apprehended on the Midnight Shift during the summer months.

This subject cleared up twelve forcible rapes committed in 1975.

EVALUATION METHODOLOGY

From the inception of the Patrol Emphasis Program, quarterly reports have been submitted in the form of an ongoing evaluation of the Project and its goal attainments to the following agencies:

- 1. Mr. Steven Fried, Metro Specialist
 Administration of Justice Division
 Ohio Department of Economic & Community Development
 Columbus, Ohio
- 2. Mr. Terry Doherty, Police Specialist
 Law Enforcement Assistance Administration
 Department of Justice, Region V
 DesPlaines, Illinois
 - 3. Mr. Fred Szabo
 Criminal Justice Coordinating Council of
 Greater Cleveland
 Cleveland, Ohio

Included in the second year Project are funds for formal contractual evaluation. The evaluator will be selected by subsequent consultation and agreement of the Chicago L.E.A.A. Office Police Specialist. A detailed explanation of the evaluation methodology and data sources are as follows:

I. EVALUATION DESIGN

THE PARTY OF THE P

- a. Consultation with Chief of Police Martin G. Lentz
- b. Quantified reports based on F.B.I. Crime Index
 Return "A"
- c. Data from computer and 168-Hour Circular Graph
- d. Feedback from line units after crime data has been disseminated and then evaluation is made as to its value
- e. Complimentary letters received from the Community

EVALUATION METHODOLOGY - (CONT'D)

MEASURES OF EFFECTIVENESS

- a. Response time
- b. Officer/Job satisfaction
- c. Citizen satisfaction with police services
- d. Reduction of crime rate

The relevance of these measures to the previously cited Project methods are self-evident.

DESCRIPTION OF DATA INFORMATION USED FOR EVALUATION

- Departmental data sources
- b. Written departmental records
- c. Initial crime reports
- d. Follow-up supplementary reports
- e Arrest reports
- f. Field contact reports
 g. Complaint-dispatch reports
- h. Operational logs
 i. Teletype reports
- j. Statistical data

TECHNOLOGY TRANSFER

Outstanding results from this Project can be used as a model for other medium-size cities with similar crime problems. The City of Cleveland Heights would offer to help transfer this technology to other interested communities.

Since the inception of this Project the City has consulted with and engaged in the transfer of vital technology to many other city police departments. In addition, out-of-city personnel have visited the City of Cleveland Heights from nearby communities to be briefed on the operation of the Project.

One of the L.E.A.A. Control Evaluators, Mr. Theodore H. Schell, CoDirector for Washington D.C. Programs, University City Science Center: Washington D.C., visited the City of Cleveland Heights to revise the Project-Regards: Reduction of Crime Statistics as reported since the Patrol Emphasis Program was instituted. Following his visit and close inspection of the Project he forwarded a letter to Mr. Terry Doherty, Police the property of the second Specialist, L.E.A.A. Region V Des Plains, Illinois, with a copy to this Department, indicating his opinion as to the merits of 4000年1000年100日 this Project. Mr. Schell stated in his letter that in his opinion the Patrol Emphasis Program has enabled the Cleveland Heights Police Department and would enable other Departments to:

- a. Maximize police availability during peak workload hours.
- b. Maximize police visibility and the sense of police preserve during those peak hours.

TECHNOLOGY TRANSFER - (CONT'D)

c. Avoid under-utilizing manpower during hours of law demand and avert the age old problem of patrol officer boredom.

It was Mr. Schell's belief that the Cleveland Heights
Program deserved continuation and very careful and thorough
evaluation.