

INTEGRATED CRIMINAL APPREHENSION PROGRAM

CRIME ANALYSIS OPERATIONS MANUAL

(Preliminary Draft)

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CRIME ANALYSIS OPERATIONS MANUAL
(Preliminary Draft)

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PREFACE**ACQUISITIONS**

This is one of a series of manuals prepared by the Law Enforcement Assistance Administration on behalf of the Integrated Criminal Apprehension Program. These documents are being published to facilitate the establishment and operation of crime analysis units in municipal police departments for the purpose of improving patrol deployment. The volumes comprising this series are:

- Crime Analysis Executive Manual -- An overview of crime analysis and its impact on departmental operations written for the police executive. The manual also addresses the considerations and decisions necessary for implementation of a crime analysis unit.
- Crime Analysis Systems Manual -- A comprehensive instruction manual on the total crime analysis process directed to both the beginning and the experienced crime analyst. The manual discusses, from the analyst's perspective, the establishment and operation of a crime analysis unit.
- Crime Analysis Operations Manual -- A comprehensive instruction manual on tactical decisionmaking directed to the

patrol commander. The manual addresses the use of crime analysis products in the patrol decisionmaking process and in the implementation of those decisions.

- Records Management Manual -- A manual describing a complete records and information system designed for manual operation in the small and medium police department. The system is so structured that it can be implemented, or enhanced incrementally, in many levels of comprehensiveness. An appendix presents a complete reporting manual with detailed instructions for all users of the system.

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TABLE OF CONTENTS

1.	Introduction.....	1-1
1.1	Purpose and Scope of the ICAP Program.....	1-1
1.2	Purpose and Scope of Crime Analysis.....	1-1
1.2.1	Historical Survey.....	1-1
1.2.2	Definition of Crime Analysis.....	1-3
1.2.3	Use of Crime Analysis in Patrol Planning.....	1-6
1.3	Crime Analysis Role in Patrol Supervision.....	1-10
2.	Concepts of Patrol Operations and Planning.....	2-1
2.1	Functions and Responsibilities of Patrol.....	2-4
2.2	Patrol Planning.....	2-10
3.	Crime Analysis Process.....	3-1
3.1	Data Collection.....	3-4
3.2	Data Collation.....	3-7
3.3	Analysis.....	3-10
3.4	Dissemination.....	3-15
3.4.1	Formatted Bulletin.....	3-16
3.4.1.1	Daily Information Bulletin.....	3-16
3.4.1.2	Crime Analysis Recap Bulletin.....	3-16
3.4.1.3	Patrol Operations Bulletin.....	3-23
3.4.2	Nonformatted Products.....	3-33
3.4.2.1	Crime-Specific Memorandum.....	3-42
3.4.2.2	Response to Special Request.....	3-42
3.4.3	Patrol Supervisors Role in Dissemination.....	3-44
3.5	Feedback.....	3-50
4.	Implementing Patrol Decisions.....	4-1
4.1	Application of Crime Analysis Products.....	4-2
4.2	Integrating Assignments.....	4-7
4.3	Managing the Patrol Workload.....	4-16
4.3.1	Calls-for-Service.....	4-19
4.3.1.1	Characteristics.....	4-20
4.3.2	Queueing.....	4-26
4.4	Crime Prevention.....	4-30
4.4.1	Conspicuous/Visible Patrol Activity.....	4-31
4.4.2	Community Security Programs.....	4-33
4.4.3	Detection and Interception.....	4-34
4.5	Preliminary Investigations.....	4-38
4.6	Tactical Resource File.....	4-43
5.	Changing Role of Patrol.....	5-1

LIST OF TABLES

4-1	Solvability Factors.....	4-40
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LIST OF ILLUSTRATIONS

1-1	Deployment Decisionmaking System.....	1-8
1-2	Deployment Analysis.....	1-11
3-1	Geographic-Concentration Pattern.....	3-12
3-2	Unique Descriptors in Rape Case No. 1.....	3-13
3-3	Unique Descriptors in Rape Case No. 2.....	3-13
3-4	Daily Information Bulletin.....	3-17
3-5	Crime Analysis Recap Bulletin.....	3-18
3-6	Crime Analysis Recap Bulletin.....	3-20
3-7	Crime Analysis Recap Bulletin.....	3-24
3-8	Weekly Crime Report.....	3-25
3-9	Operations Report -- Patrol Supervisors.....	3-34
3-10	Crime-Specific Memorandum.....	3-43
3-11	Response to Special Request.....	3-45

1. INTRODUCTION

1.1 Purpose and Scope of the ICAP Program

The Integrated Criminal Apprehension Program (ICAP) was developed by the Law Enforcement Assistance Administration (LEAA) based on the results of a series of police projects that emphasized crime analysis and patrol deployment. Utilization of crime analysis in structuring police field activities was the key element of these projects and provides the backbone of the ICAP concept. The objective of the program is to increase the efficiency and effectiveness of field services by using crime analysis data in a systematic way for directing deployment and tactical operations.

ICAP is a method for integrating and directing field activities related to crime prevention, detection, and investigation based on systematic data collection and analysis. Crime analysis and structural planning are the basic elements of ICAP.

ICAP includes many elements and techniques that have been developed independently in other LEAA-funded projects. Moreover, it provides a structure and logic flow for approaching police service delivery that acts as a framework for arranging and understanding the previously fragmented and often competing methods and styles of policing. In essence, ICAP brings to police work a sound management approach that has proven successful in other fields.

1.2 Purpose and Scope of Crime Analysis

1.2.1 Historical Survey

Crime analysis is not a new concept. Its origin has been traced

back to the early 1900's when August Vollmer first introduced into the United States the English technique of systematic classification of known-offender *modus operandi* (MO). In addition to introducing a systematic approach to MO analysis, Vollmer has also been cited as the originator of the modern police records system, beat analysis based upon the examination of recorded calls for service, and the concept of pin or spot mapping to visually identify areas where crime and service calls are concentrated.

About 1930, the International Association of Chiefs of Police initiated the Uniform Crime Reporting System, standardizing the classification and reporting of crimes, and the Northwestern Traffic Institute developed traffic analysis principles incorporating Vollmer's spot map technique.

O. W. Wilson furthered the development of crime analysis, expanding Vollmer's beat analysis techniques to include hazard formulas or assignment of weighting factors to various categories of crimes and service calls in an effort to provide a systematic approach to the allocation of patrol resources. However, the term *crime analysis* was not introduced until 1963 in the second edition of Wilson's Police Administration, which described crime analysis as a function of a police planning division with the purpose of examining daily reports of serious crime to determine locations, times, particular characteristics, similarities to other criminal incidents, and various other characteristics that might assist in

identifying specific suspects or patterns of criminal activity. The rapid development of computer technology since the early 1960's, and LEAA's insistence on the use of analysis in support and evaluation of its grant aid programs has stimulated the now-rapid growth of crime analysis.

1.2.2. Definition of Crime Analysis

For the purpose of this manual, the crime analysis function is defined as a set of systematic, analytical processes directed at providing timely and pertinent information relative to crime patterns and trend correlations, to assist operational and administrative personnel in planning and deployment of resources for prevention and suppression of criminal activities, aiding the investigative process, and increasing apprehensions and clearance of cases. Within this context, crime analysis supports a number of department functions, including patrol deployment, special operations and tactical units, investigations, planning and research, crime prevention, and administrative services (budgeting and program planning).

Thus, the basic applications of crime analysis are to:

- Identify evolving or existent crime patterns.
- Increase the number of cases cleared by arrest.
- Provide investigative leads for investigators.
- Establish operational data for patrol planning and deployment of special operations units.
- Furnish support data to crime prevention programs.

- Furnish trend data for overall department planning, targeting, and budgeting.

Although crime analysis can serve the police department in many ways, it is primarily oriented towards assisting the department in meeting the basic objectives of crime prevention and suppression, apprehension, and recovery of stolen property. The crime analysis unit performs this function by identifying, assembling, and disseminating information concerning crime and patterns and trends. Generally, the crime analysis unit focuses its efforts on those offenses that occur in large volumes *with discernible patterns and trends* and on those offenses that the police function has demonstrated an ability to prevent or suppress through patrol or tactical unit operations.

There are two types of crime patterns that the analyst identifies and brings to the attention of the line supervisors:

- Geographic patterns.
- Similar-offense patterns.

Geographic patterns are simply concentrations of offenses in a specific geographic area. This area can be within a single patrol beat, sector, or reporting area, or it can be spread over a number of contiguous areas. The crimes that comprise the pattern may share no identifiable relationship other than geographic proximity. Upon recognition of a geographic pattern (generally through inspection of a spot map), the analyst begins to search for

other relationships.

Similar-offense patterns are comprised of offenses that appear to have been committed by the same suspect or group of suspects. The analyst discerns the similar-offense pattern by comparing a number of unique descriptors. These descriptors, or variables, include:

- Crime type.
- Object of attack.
- Suspect description.
- Suspect modus operandi.
- Suspect vehicle description.
- Physical evidence.
- Weapon description.

The existence of these crime patterns or problems is communicated to line supervisors and field personnel, both formally and informally. Informal dissemination results from the personal contact of the crime analyst with the users -- the line supervisors. Formal dissemination techniques involve the communication of information through written memoranda or reports. The crime pattern or trend information is generally transmitted in a Crime-Specific Bulletin that identifies the pattern or trend and discusses the relationships or potential relationships among the crimes that comprise the pattern.

Department personnel should be aware of the fact that crime analysis is not a records function and that a crime analysis unit is

not a repository for raw crime data. Rather, crime analysis should be viewed as an essential police department support function wherein raw crime data are converted into useful information for deployment and investigative purposes.

1.2.3 Use of Crime Analysis in Patrol Planning

As part of its routine functions, the crime analysis unit gathers data and disseminates information. The greatest value of this information lies in its utility in the department's decision-making processes. Crime analysis information supports decisionmaking on two levels, strategic and tactical. Strategic decisions are policy-oriented and are made at the highest command levels of the department. Tactical decisions are action-oriented and are made close to the service delivery level. Whether formally or informally, these strategic and tactical decisions are made in all police departments.

Strategic Applications

Allocation is the strategic assignment of personnel by function, geography, and tour of duty to deal generally with crime and other police responsibilities. *Allocation decisions* define the department's strategic response to crime, its distribution, and long-term police service delivery problems. These decisions require the periodic analysis of crime information and more comprehensive operational information. Crime analysis in support of allocation decisions involves the systematic examination of distributions of crime, hazard,

and service problems, all of which are eventually grouped into workloads or usage factors to determine manpower needs.

Allocation decisions deal with the entire staffing function and provide the structural framework for deployment decisionmaking. For example, deployment decisions can deal with the short-term focus, location, and activity of a special tactical unit. Allocation decisions are concerned with determining the necessity for such a unit, its objectives, its size, and its organizational placement -- factors that provide the structural framework for the deployment decisions.

Tactical Applications

Deployment is the management of allocated resources by location and activity in response to problems related to event or suspect patterns identified through the *timely* analysis of crime, arrest, and related information. *Deployment decisions* define the department's tactical response to short-term, crime-oriented problems. These decisions are usually executed at the line supervisor level. Crime analysis supports the deployment of patrol, investigative, crime prevention, and special tactical units. The deployment decisions should be developed through a structured, integrated, planning and decisionmaking process. In this way, the tactical response can be focused and coordinated, and the most effective use can be made of resources.

Figure 1-1 depicts the components of the deployment

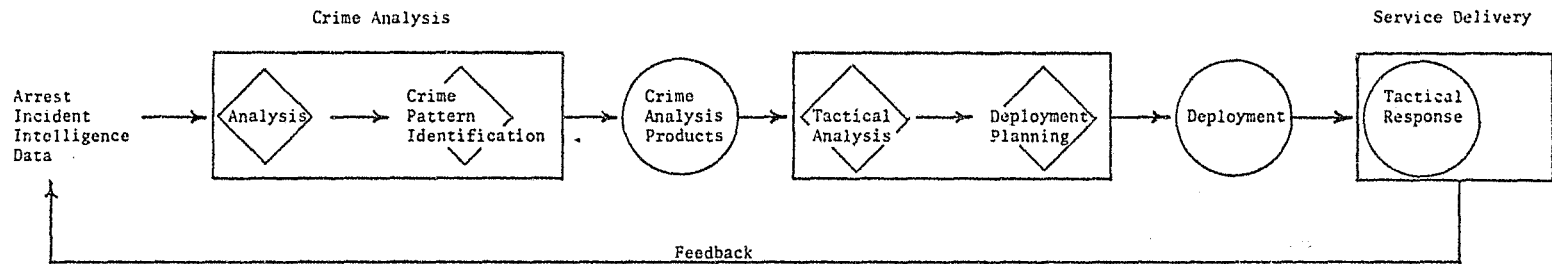


Figure 1-1. Deployment Decisionmaking System

decisionmaking system. The system consists of:

- Crime patterns and problem identification through crime analysis.
- The development of a tactical response through deployment planning.

The basic function of the crime analysis unit is to identify, describe, and disseminate information concerning crime patterns and problems. The patrol supervisor then uses this information in developing a tactical response and coordinating the efforts of his personnel with those of other units in the department.

There are currently as many methods for using crime analysis information for deployment planning as there are police departments with crime analysis units. Many use the information only to support the operations of a special tactical unit targeting a specific crime (i.e., residential burglary). Other departments use the information to support proactive (in contrast to reactive) patrol deployment. This manual outlines the deployment planning process and discusses the potential uses of crime analysis information in support of this process.

Deployment analysis is the process by which the department's tactical response is determined (i.e., the identification and selection of tactics to address the crime problem identified by crime analysis). For example, the crime analysis unit can identify a crime pattern of commercial burglaries in a given area of the city where

most of the entries are made from back alleys (see Figure 1-2).

The line supervisors in the patrol, investigative, crime prevention and special tactical units analyze the available information, identifying a potentially effective tactical response, and plan for its implementation. Deployment analysis and planning takes place within the department's decisionmaking framework. The decision could be to set up a method of patrol or surveillance of the alleys.

1.3 Crime Analysis Role in Patrol Supervision

The basic responsibility of the patrol supervisor is to make the best possible decisions to deal with crime and service demands, effectively using available resources. Since the patrol force commonly constitutes the majority of department personnel and is the primary element for the delivery of police services, the best use of these resources can result in significant improvement in department operations.

The crime analysis process and products serve the patrol supervisor by defining the crime and service problems that exist in his time and geographic area of responsibility. Crime analysis provides information for the supervisor to aid him in making decisions about when, where, and against what types of crime targets he should deploy his personnel.

Without crime analysis patrol supervisors and field officers can only be aware of those incidents that they observe or learn of through discussions with other officers. This leaves a large number

Crime Pattern
(Crime-Specific Bulletin)

Rash of
Commercial
Burglaries
in Sector
1

Unique Descriptor

Entry from
Back Alley

Investigations
Patrol
TAC Unit
Crime Prevention

Tactical Response

- Establish relationship between cases through common investigation
- Direct patrol units to drive down alleys
- Assign discretionary patrol to problem area
- Establish rooftop surveillance of alley or other stakeout tactics
- Work with local business people on target hardening and lighting alleys; inspect locks

Figure 1-2. Deployment Analysis

of crimes of which the officer has little or no knowledge. Crime analysis provides a broader picture, defining patterns and trend correlations that often cross beat and district boundaries and incorporate data gathered during other shifts. For example, crime analysis can make the supervisor aware of a robbery that occurred during the past 48 hours that fits the same pattern as one identified in a recent crime bulletin, thus giving him greater knowledge concerning the pattern and more information on which to base the deployment of his resources during the current shift.

Particularly where demands for service are greater than available resources, crime analysis can provide the necessary information for the most effective use of personnel. A patrol supervisor seeking to provide extra coverage for specific beats during peak hours of criminal activity will generally be able to deploy a lesser number of units to other beats. Crime analysis provides the basis for those decisions and increases the likelihood that units will be able to handle the service demands within their area.

Crime analysis is a tool for forecasting crime reoccurrence that allows the patrol supervisor to deploy his men according to the times, locations, and activities that will have the greatest impact on identified crime problems. The use of crime analysis should not impose additional burdens on the patrol supervisor. Rather, crime analysis should aid the supervisor in meeting demands for service effectively and efficiently.

As the primary user of crime analysis products, the patrol supervisor is the key connecting link back to the crime analysis unit. The patrol supervisor can improve the products of the crime analysis unit by explaining the types of information he requires and the form in which it will be most useful to him. Because the quality of the supervisor's decisions is dependent upon the quality of his knowledge about the problems, it is in his interest to ensure that information given to the crime analysis unit is complete and accurate. To accomplish this, the patrol supervisor:

- Reviews field officer's reports to ensure that they are complete.
- Requires that reports be submitted within the time period specified by departmental regulations.
- Provides training, as required, in field reporting. This will facilitate the crime analysis process and ensure that the information upon which the patrol supervisor acts is timely, reliable, accurate, and valid.



2. CONCEPTS OF PATROL OPERATIONS AND PLANNING

The greatest expenditure of police efforts in response to citizen demands for service is, in its vital features, reflected in the patrol response. This is so for several reasons. First, the patrol force comprises a plurality, or more usually a majority, of the entire work force of the typical municipal police agency. Second, the major expenditure of resources takes place in the patrol area -- the most vehicles, the highest consumption of communications facilities, in other words, the greatest allocation of department overhead. Third, the patrol force provides the most services actually delivered to the public -- greatest in number of calls responded to, widest in range of services provided, and greatest in aggregate amount of time devoted to all department elements. Finally, patrol units can and do provide most of the specialized services that are theoretically the province of other units -- the citizen in need usually seeks and in most instances is entirely served by patrol units.

These factors alone would justify a comprehensive effort to plan and evaluate the delivery of patrol services as efficiently as possible. In addition to these general considerations, however, there are other, operational imperatives for such planning and management of the patrol effort by all those concerned, especially the patrol supervisor.

Typically, most citizen encounters with the police are with patrol elements, leading to client evaluation of the entire department based on the performance of one unit or function, or even one individual

officer. Emergencies and high-priority incidents are invariably handled by patrol personnel as initial response and not infrequently as the only response. In addition, the work of specialized service elements depends largely on information and assistance from the patrol force. For instance, the quality and thoroughness of the patrol officer's preliminary investigation is likely to be the prime determinant of successful investigative followups. Thus, because patrol has the largest portion of department resources and because it contributes by far the most to meeting department objectives, *small increases in patrol efficiency and effectiveness promise to provide the most significant operational gains* for the police department.

The recent attention given to patrol has increased an overall understanding of the realities and potential of this vital police function. The detection and deterrent values of *random*, as distinct from *directed*, preventive patrol have been recently questioned. Random, nondirected patrol is now seen as a costly strategy with very little benefit to either the department or the community. As a result, police agencies are focusing closer scrutiny on the large amount of unstructured patrol time purportedly dedicated to preventive patrol. Consistently, departments are having great difficulty in defining how this segment of time is expended and for what purposes.

Officers who take it upon themselves to obtain current and accurate information on the crime, traffic, community service or community relations problems of their districts will use their available time to

good advantage. In the absence of a structured method of providing such information, however, the patrol supervisor can expect most of his personnel to probably assume one of three stances. It is his responsibility to be alert to this possibility so he can take action to correct the situation. These are:

- To be dependent upon the radio for direction --
in other words, to react to situations rather than assume an active role in discovery and handling of problems.
- Active pursuit of those activities that are personally appealing, regardless of the needs of the individual officer's beat.
- Active pursuit of patrol activities based on unconfirmed opinions about area needs and departmental objectives.

For the patrol supervisor, it is relatively easy to identify examples of those highly individualized forms of patrol simply by looking at the activities of his officers. It is also easy to identify examples where officers in adjacent beats or, for that matter, on other shifts work at cross-purposes to one another, based upon their individual interpretation of problems and related patrol objectives concerning those situations. For example, two officers working adjoining beats that experience numerous complaints about juveniles congregating

in a business area along the beat boundary may approach the problem from totally different perspectives. One can seek improved communication with the youths and attempt to acquire an alternative place for them to gather. His counterpart can approach the problem from a totally different direction and employ frequent field interrogations and orders to move on in his efforts to disperse this nuisance. These two ways of dealing with the same problem are illustrative of the differing patrol objectives assumed by each officer. In the final analysis, it is the patrol supervisor who should be held accountable for such activities and who should ultimately be directly responsible for the management of patrol time in his patrol area of responsibility.

The dilemma and related example presented in the above paragraph are indicative of a department operating without the benefit of clearly stated goals and objectives. At the risk of oversimplifying the concept, objectives should generally state where the department would like to be in terms of a level of service delivery and provide the conceptual framework for managing available resources to meet that level. Problems such as the juvenile situations presented above, point out potential objectives and, when properly identified, provide a clear statement upon which service delivery and specialized activities can be focused.

2.1 Functions and Responsibilities of Patrol

Discussions of patrol objectives generally center on crime prevention and the apprehension of offenders. These generalities reflect

popular images of police work, but do not account for the complexity of patrol operations. Developing more effective crime directed patrol strategies will require the patrol supervisor to examine the full scope of patrol responsibilities so that there will be enough time at the right time for crime directed activities.

Examination of the full range of patrol responsibilities enables the supervisor to identify duties for which he is responsible that are not strictly related to crime control. These include:

- Aiding those in danger of physical harm. (This can include harm threatened by fire, natural disaster, disorder, etc., as well as criminal attack.)
- Protecting constitutional guarantees, such as the right to free speech or assembly.
- Facilitating the movement of people and vehicles.
- Assisting those who cannot care for themselves:
The intoxicated, the addicted, the mentally ill, the physically disabled, the old and the young.
- Resolving conflict, whether it be between individuals, groups of individuals, or individuals and their government.

- Identifying problems that have the potential for becoming more serious problems for the individual citizen, for the police, or for the government.

A historical review of policing clearly demonstrates that the broad range of functions of police, listed above, has remained relatively constant since the founding of the American police agencies that are seen today. This broad range of functions suggests that local police departments are municipal service agencies with defined enforcement responsibilities. This view, which reflects the realities of the police mission, mandates that the patrol supervisor's crime control planning must be closely integrated with his planning and implementation of tactics designed to address these parallel responsibilities.

As indicated earlier, language commonly used to describe police objectives in terms of crime prevention and apprehension is too broad to facilitate clear and ready translation from patrol program objectives to patrol program activities. Police responsibilities with regard to crime must be stated more specifically, such as the following:

- To *provide a sense of security* in the community.
- To *reduce the opportunities* that individuals intent on committing a crime have for carrying out their intentions.

- To *create an atmosphere* that deters or diverts individuals from committing offenses.
- To *detect criminal activity* before harm is done and before victims become aware of the fact they have been victimized.
- To *come to the aid* of persons at the time they are subjected to criminal attacks.
- To *apprehend criminals in the process of committing their crimes*.
- To *investigate offenses* reported to the police in an effort to solve them and to identify the responsible parties.
- To *locate and apprehend individuals* identified as a result of an investigation as having committed an offense.
- To *recover property* lost through criminal action and return it to its rightful owner.
- To *vigorously prosecute* those against whom criminal charges are preferred.

Being more specific about police responsibilities with regard to crime facilitates balanced judgments by the supervisor concerning appropriate patrol objectives in relation to crime problems. These objectives, in turn, suggest different tactics which the supervisor can formulate in an integrated crime control tactic.

As the patrol supervisor becomes more involved in the planning and implementation of an Integrated Criminal Apprehension Program project in his department, he will be more conscious of the resources at his disposal and the impact of organizational policies on his decisions. As this awareness increases, the supervisor must constantly remind himself that the existence of the new project is part of the process of challenging past practices. In his key role in the project, the patrol supervisor influences the degree and success of changes in patrol procedures and supporting systems such as allocation and dispatch. There are, of course, real limitations on what the supervisor can do on his own, and these vary from department to department. Nevertheless, the supervisor must be alert to take full advantage of the decisionmaking latitude he has available for initiating or influencing change and innovation. This involves constant recognition of opportunities to improve patrol decisionmaking in several areas.

Resources are perhaps the single most important component in successfully carrying out a program. Section 4.2 discusses the basic allocation principles that control the amount of resources available for various functions. Realistic review of allocation practices will usually show that substantial resources can be recovered from routine service commitments. Realistic review includes a clear understanding that there must be a balance between competing demands for the resources. There simply are not enough resources to provide 100 percent of the coverage that might be thought desirable.

Organizational policies establish the general framework in which the supervisor makes his decision. The supervisor should seek clear statements of the policies regarding what is expected of patrol in terms of service delivery, crime control, and investigations. Policies would be clearly stated and well thought out so as to be easily understood. Being easily understood, the supervisor and his subordinates can more easily conduct themselves within the scope of the policies. They also provide a measure of continuity to the project by minimizing the change of inconsistent or conflicting direction from superiors.

Priorities are simply the degrees of importance given to problems. The problem with the highest priority is the most important (serious) problem. Because the supervisor is responsible for carrying out *department programs*, he must respond to priorities set by the department. Crime analysis should be used by patrol supervisors to help them in setting their priorities within the departmental framework. Moreover, the supervisor should provide feedback and input to the crime analysis unit. In the subsequent discussion on service delivery, the supervisor will see how he can influence the priority-setting process in working out the conflict between competing pressures to provide immediate response to all requests for service and to maintain a crime control posture of the patrol force.

2.2 Patrol Planning

Patrol personnel are in the business of problemsolving. They are consistently called upon to make decisions as to how to best apply their authority, skills, knowledge, and time to handle troublesome conditions that threaten public safety or order. Problemsolving in patrol occurs in distinctly different time frames that influence the type, extent, and manner of planning that can be accomplished before action is required. Immediate situations -- such as a disturbance, fire, or sniper -- require complex and often near-instantaneous decisions and action by patrol officers. In such cases, the appropriateness of the decisions that are made, even though there is no "planning" for them in the normal sense, will be influenced directly by the knowledge which has been acquired through prior review of crime analysis and other information.

Other situations -- such as long-standing patterns of high burglary rates or aggravated community relations -- can require equally complex judgments but permit more extended time periods for planning and strategy implementation. The supervisor who engages in mid- or long-range patrol planning (planning directed to problems that extend beyond the horizon of the next tour of duty) provides essential guidance to his patrol officers on specific actions they should perform between called-for-service demands. As a result, valuable patrol resources can be more effectively utilized at the very time the opportunities may be greatest for crime reduction, community education, community organization, or investigative actions.

Problemsolving is not a mysterious or highly technical process reserved only to officially designated planners. It is a process that everyone uses in making decisions in their daily lives. It involves three basic elements. They are:

- The Situation -- The description of present conditions that are undesirable. This is the basic product of crime analysis. It includes a definition of the basic causes and symptoms of the problem, expectations, or constraints upon courses of action, interest groups, and linkages to other problem situations.
- The Target -- The description of what conditions would be if corrective actions are successful. This is the objective or what is desired. Presence or absence of these conditions will tell us to what extent we have been successful in accomplishing improvements. This description clearly relates to the conditions described in the original problem. However, it sets the direction for change and identifies appropriate related remedies.
- The Proposal -- The plan for action that will change existing conditions described in the situation into those desired circumstances described

in the Target. This includes a definition of resources, actions, and implementation sequence.

This is the *decision* about what is to be done.

A systematic approach to planning entails a sequence of steps:

- (a) Identification and ranking of problems.
- (b) Analysis of problems.
- (c) Specifications of problem-related objectives.
- (d) Identification and analysis of alternative solutions to the problems.
- (e) Selection and specification of the best programs to accomplish selected strategies.
- (f) Implementation of selected strategies.
- (g) Evaluation of program implementation and impacts.

Steps a and b incorporate the assistance rendered by a crime analysis unit in identification, ranking, and analysis of crime problems.

After reviewing information that has been collected on the crime problems, the patrol supervisor and others involved in the planning effort must specify realistic and measurable objectives to be pursued. Setting unrealistic goals guarantees program failure and frustration. Also, failing to set measurable objectives precludes any way of knowing whether the tried solutions have had an impact on the target problem.

It is well for the supervisor to remember that the more he involves the officers responsible for carrying out the program in the problem analysis, objective setting, and program development stages of the planning effort, the greater will be their understanding of and commitment to program implementation. As indicated earlier, problem-related objectives should be clearly articulated so as to provide guidance in choosing among potential solutions and, later, to help convey program intent to all involved patrol personnel.

At this point, the patrol supervisor draws upon all available sources to identify the fullest range of potential solutions available to address each of the crime problems identified in the products of analysis. He draws on his own resources and the knowledge, experience, and ideas of his officers.

Choosing the best solution from the range of potential remedies that have been identified requires that each alternative be reviewed in relation to the problem identified in the analysis product and patrol objectives. These relationships must be fully understood before any proposed solution is accepted or rejected. The relationships that must be reviewed are:

- The cost and expected benefits of the various approaches.
- The ease with which implementation can be achieved.
- The compatibility of the proposed strategy with other ongoing activities.

- The legality of tactics.
- The availability of necessary resources and technology.

Once the best course of action has been selected, it is necessary to ensure that the program idea is effectively translated into action. This entails precise specification of *who* and *when*. It requires detailing of the procedures and resources necessary to execute the program at the basic operating levels. Manning, equipment, and facility requirements must also be specified. Planning at this stage should also describe what difficulties in program operations can be anticipated and how these difficulties will be resolved.

The next stage of the planning process entails the actual implementation of the program strategy. The implementation encompasses any necessary preparatory steps, such as the acquisition of necessary resources, training of personnel, and coordination between all affected units. For large-scale or particularly novel patrol programs, an early segment of the implementation effort may be dedicated to testing and debugging the strategy to be sure that it actually runs as it was intended.

The last element of patrol planning, feedback, and evaluation is the systematic review of the program's operation to determine:

- If and to what extent program objectives have been achieved.
- Whether the program strategy should be maintained, modified, or abandoned.
- Whether the problem conditions or patrol's objectives have changed in a way that necessitates changing program tactics.

At this point, the supervisor should see that he has automatically come full-circle back to the beginning of the planning process -- Identification of Problems. This happens because planning is a continuing process, always looking for ways to improve what is being done. If the plan was carried out as expected but the problem was not alleviated or the criminal was not caught, the thing to do is start the planning process over again. The case of the residential burglaries can again be used to illustrate the need for going back to the beginning of the planning process. In that case, it was discovered that the plan was based on inadequate information, which is probably the most frequently encountered reason for unsuccessful programs or plans. The next most common reason is a failure to be innovative in developing tactics to deal with the crime problems.

Patrol tactics must change as conditions in the community change. Many long-standing practices in patrol endured simply because their

value was never systematically examined. Where regular review is not required by a department, the patrol supervisor should assume the responsibility to continuously reassess whether patrol tactics are appropriate or effective.

3. CRIME ANALYSIS PROCESS

Patrol is both the chief user and principal supplier of crime analysis information. As a user group, patrol receives information from the crime analysis unit such as crime pattern bulletins, operations reports, or patrol area summaries of target crime activity. This information is then used by patrol commanders and supervisors to deploy their resources according to various tactics based on the crime analysis data. As the principal supplier of crime analysis information, patrol records the results of preliminary and follow-through investigations on the various field reporting forms. The crime analysis unit receives these reports daily from the records section and uses the information contained in them to perform the analysis function.

Crime analysis unit interaction with patrol is a constant, ongoing process. To be effective, it is mandatory that the crime analysis unit establish credibility with all patrol users, especially the patrol supervisor. This is accomplished through the analysis unit's provision of timely and accurate crime bulletins to all patrol users, and through the unit's solicitation of feedback from patrol supervisors and line officers on the crime analysis products. Generally, feedback is obtained through the establishment of direct, face-to-face communication between the analysis unit and the patrol supervisor.

The patrol supervisor is primarily concerned with two basic aspects of crime analysis:

- The products of the formal crime analysis process.
- The analysis activities that he performs himself.

He is interested in obtaining better information for making decisions about deployment of his resources, and he plays a major role in determining the quality of the products of the formal crime analysis process. Therefore, he has an important interest in all aspects of crime analysis.

The crime analysis process is generally considered to be comprised of the following five steps:

- Collection -- Identification, receipt, and sorting of copies of all source documents in the department that contain information relevant to the crime analysis process. The primary source of this information is patrol.
- Collation:
 - Examination and extraction of crime element information from all source documents.
 - Arrangement of this information into a set format for subsequent retrieval and analysis.

- Analysis:

- Identification of crime patterns for the purpose of prevention and suppression of crime.
- Identification of the criminal perpetrator.
- Early identification of the crime trends for the purposes of patrol and administrative planning.

- Dissemination -- Communication of target crime information to user groups, especially the patrol and investigative divisions.

- Feedback and Evaluation:

- Assessment of the crime analysis products and activities from user groups, particularly from patrol.
- Self-evaluation of the unit's ability to satisfy ongoing user group needs.

A target crime should be one that patrol can reasonably be expected to impact through patrol techniques. An example of a crime that does not lend itself to patrol is embezzlement; no patrol activity could discover or deter a bookkeeping theft. The activity has to be an overt act that lends itself to observation or electronic surveillance.

3.1 Data Collection

Data are the individual facts about events or situations, persons, and activities that are mostly collected routinely on source documents such as Offense Reports, dispatch records, incident reports, Arrest Reports, traffic tickets, accident reports, Field Interrogation Reports, officers' activity reports, and a multitude of other forms and reports. Data that are not routinely collected on reports or forms are available through personal discussion and observation and other sources, such as land-use-planning maps and census reports.

The patrol supervisor is usually the first point in the department where many of these data sources come together for review. The supervisor examines the contents of the reports to ensure that the data being collected are useful for crime analysis purposes, both his own initial analysis and that of the crime analysis unit. With few exceptions, the reports pass on through departmental channels to the crime analysis unit, where they are sorted and filed according to crime type, arrestee, MO, or other useful analysis categories.

(A records section files reports, but it does not do crime analysis.)

In his review, the patrol supervisor must be alert to the four primary characteristics of reporting on which the usefulness of the data for crime analysis is dependent:

- Timeliness.
- Reliability.
- Accuracy.
- Validity.

Timeliness refers to the relative speed or promptness with which reports are delivered to the crime analysis unit. The products of the crime analysis unit will be of little help to the supervisor if the source documents are not received quickly enough for meaningful feedback to the supervisor. The patrol supervisor can help meet the need for the shortest possible time sequence by seeing to it that his officers submit their reports in accordance with department procedures.

Reliability refers to the dependability of reports (that is, ensuring that the reports contain all available pertinent data). The supervisor can help meet this need by regularly reviewing the reports with the officers to ascertain that all available data have been properly recorded. In departments using a highly structured form with boxes to be completed or checked-off, it is easier for officers to be aware of required items and for the supervisor to spot missing data items than when an unstructured, narrative form is used. In nearly all departments, the report forms provide structured blocks for basic data such as victim, times, location of occurrence, and type of incident. To the extent that structured blocks are not provided, the supervisor will find it easier to spot missing data items if he instructs his personnel in a standard sequence for reporting each item in the narrative.

Accuracy refers to the correctness of the information recorded on the report. In most cases, this is dependent upon the basic

training and motivation of the investigating officer, which enables him to recognize the facts and properly record them. He must be able to assess the quality of a witness's statement, for instance, or recognize the difference between old damage around a door and recent markings that would be relevant to the case in question. The patrol supervisor must be alert, through personal observation and feedback from investigators and crime analysis, to officers who are less skilled and need training or who are not motivated to record information correctly.

Validity refers to the question of whether the event or crime reported is actually what occurred. At the patrol supervisor's level, this is first dealt with by assuring that reports are reliable and accurate. Then the supervisor is responsible for assessing what actually happened, or was intended, within the context of the available information. One of the most controversial incidents in which this assessment is important is where a window in a door is broken. This event might be classified as either destruction of property/ vandalism or attempted burglary according to the facts surrounding the break. The supervisor who permits an attempted burglary to be reported as just an act of vandalism is dismissing important patterning information that may be useful in decisionmaking.

A final issue, which is mostly a matter of validity but also is related to reliability, is the question of how much of the actual crime is represented by the reported crime. The patrol supervisor

can minimize the gap that is recognized to exist between actual crime and reported crime by ensuring that his subordinates understand the value in preparing reports on all crime incidents, conducting normal supervisory followup on the activities of his subordinates, and availing himself of every opportunity to encourage citizens to report victimizations to the police. The narrower the gap between actual crime and reported crime, the more certain the supervisor can be that he has the best possible information.

3.2 Data Collation

Collation is the process of comparing, or fitting together, pieces of information about two or more crimes to spot common characteristics that identify a series or pattern of criminal activities. In Section 3.1, emphasis was placed on the fact that various sources provide for the collection of *data* for crime analysis. Data are facts that stand alone without meaning in and of themselves. As they are recorded for a specific incident, they fit together to describe the incident. By describing the incident, they provide *information* about that incident which is useful for further investigation, identification and arrest of suspects, case clearance, and successful prosecution.

In the same way, crime analysis collation selects data items from individual incidents and puts them together so that analysis can identify and describe a series of incidents that have common characteristics or patterns. When the individual data items from several

reports are fitted together and identify and describe a pattern of criminal activity, then the information is useful in making decisions.

The factors, with their associated data elements, that are universally useful for crime analysis are:

- Types of crimes.
- Times of occurrence.
- Locations of occurrence.
- Suspect information (when available).

Secondary factors (less frequently available) are:

- Modus operandi (MO)
- Physical evidence.

The types of crimes that are adaptable to crime analysis, and about which the supervisor should expect support from the crime analysis unit, can be ranked in the following order:

- Robbery.
- Sex crimes.
- Burglary.
- Auto theft.
- Larceny.
- Vandalism.
- Aggravated assault.
- Murder.

- Forgery/fraud.
- Arson/bombing.

The field supervisor can readily see that selection by crime type is what is accomplished by placing reports about each type of crime on separate clipboards for regular review by patrol officers. Daily bulletins, containing summaries of major crimes arranged by type of crime, are another example of collation. Sometimes, particularly in large departments with district commands, pin maps are maintained at the field operations level by type of crime, another form of collation.

Usually, the more detailed collation systems are left to formal crime analysis units. However, the supervisor should be prepared to go further in selecting and arranging crime information whenever it will give him a clearer picture of what is happening. Crime reports can be arranged according to shift and beat of occurrence. When unusual or unique characteristics in the form of MO(s) or suspect(s) are perceived, the reports containing those characteristics can be separated from the rest.

The collation methods described above are useful to the patrol supervisor because they help him and his subordinates to stay up-to-date on the most current situation as a supplement to the crime analysis bulletin. (The supervisor can usually expect at least a 24- to 48-hour delay before routinely receiving feedback from crime analysis.) The supervisor should weigh carefully, however, the cost in time and missing information of trying to do too much on his own.

The crime analysis unit is prepared to quickly perform collation activities if clued in to a specific need and, because the unit draws from a departmentwide information base, may be able to provide more information than is available to the individual supervisor. This is especially true in the case of criminals who are operating in more than one supervisory area, district, or even city.

3.3 Analysis

Analysis identifies the possible existence of a problem, measures its magnitude, and describes it so that a decision can be made on how to combat it. This is the part of the process that provides the patrol supervisor with information on what the problems are in his area so that he can effectively deploy his resources against them.

The analysis component of the crime analysis process is directed towards the accomplishment of two basic functions:

- Identification of crime patterns.
- Early identification of crime trends.

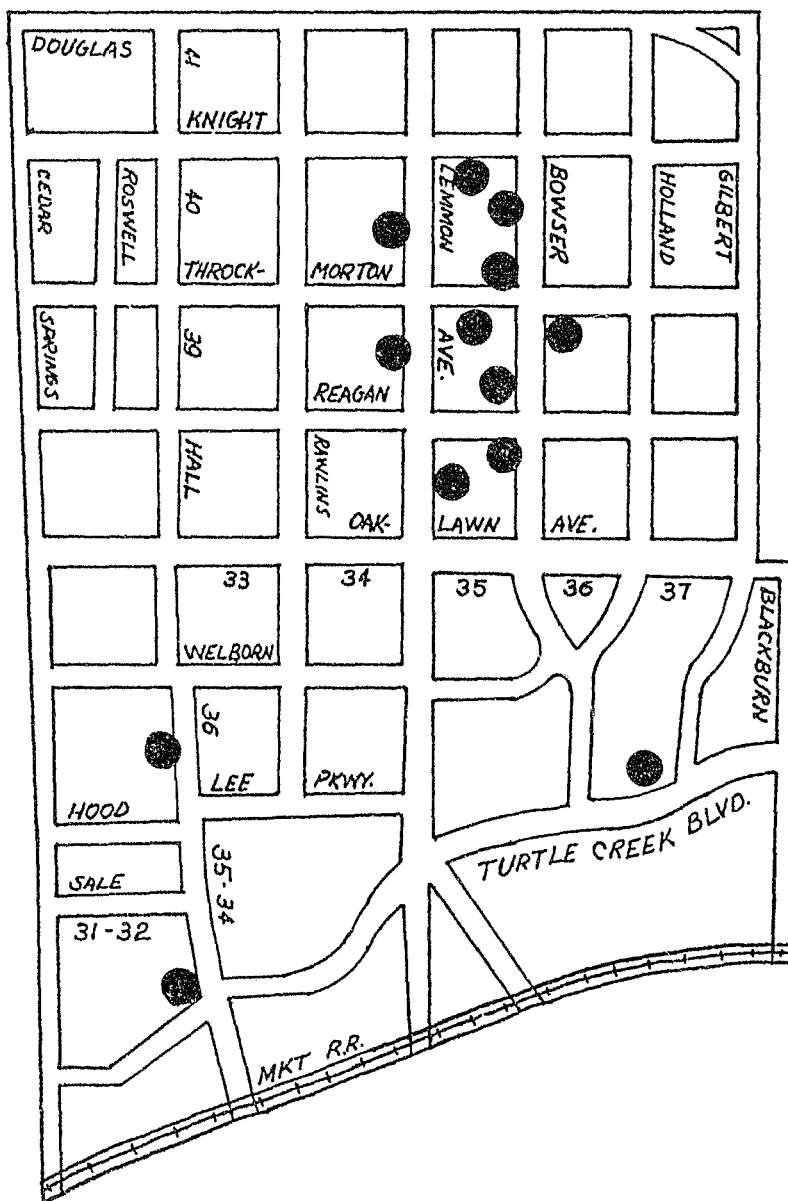
The identification of crime patterns is the most basic and most productive effort of the crime analysis unit. A crime pattern is a series of offenses that are related to each other in some manner and can be dealt with as an entity by police operations. Crime patterns generally manifest themselves in two broad types:

- Geographic-concentration patterns.
- Similar-offense patterns.

The geographic-concentration pattern is one in which the offenses' basic relationship to each other is that they are concentrated in a defined geographic area (see Figure 3-1). These patterns may or may not have other relationships. It is not uncommon to discover similar characteristics among the offenses that make up the concentration. However, the chief feature of the geographic-concentration pattern is that the offenses are concentrated in a definable geographic area and are easily identifiable on a spot map. Once the pattern is recognized, it is necessary to search for additional relationships, if they exist, as part of the analysis process. When dealing with this type of pattern, the concern is with crime type, time curves, frequency consistencies, location of offenses, MO of suspects, and suspect identification.

The similar-offense pattern is one made up of offenses that are apparently committed by the same suspect or group of suspects, due to their similarities of MOs, suspect descriptions, or victims (see Figures 3-2 and 3-3). This type of pattern can occur within a geographic-concentration pattern or, as often is the case, the pattern can be scattered over a wide area with no geographic relationship. When no geographic relationship exists, the pattern must be recognized through memory recall and then a search begun through the data base for similar offenses.

Unique descriptors in Offense Reports the elements relate one offense to another offense. The descriptors are generally found in such areas as crime type and object of attack (fruits of the crime), suspect and suspect vehicle descriptions, time frequency consistencies, and



125

Figure 3-1. Geographic-Concentration Pattern

The victim stated that the suspect wore a stocking over his face. He pulled the telephone cord from the wall and used it to tie the victim's hands. The suspect then raped the victim after covering her face with the bed sheet.

Figure 3-2. Unique Descriptors in Rape Case No. 1

The suspect tied the victim with a length of telephone cord. He then covered her face with a pillow. The victim cannot identify the suspect as the light level was low and she believes he was wearing some type of mask.

Figure 3-3. Unique Descriptors in Rape Case No. 2

suspect MO. The basic difference between the analysis process of geographic-concentration patterns and similar-offense patterns is that the analyst may be able to predict or project the future activities of the similar-offense pattern and must test for this possibility in the analysis process.

Crime trends can best be described as the fluctuation of the volume of crime in a given area and period. The identification of trends, at the earliest point possible, and the determination of causes, if possible, is a legitimate and important function of crime analysis. When determining crime patterns, analysis is concerned with only those types of offenses that are repeatable and manifest themselves in patterns. However, when dealing with crime trends, all crimes and police activities must be considered. The purpose of early identification of trends is to provide the patrol supervisor with adequate decisionmaking information. The information can also be used to evaluate police operations and will certainly affect the tactics selected for specific crime patterns.

The information sources for determining crime trends are summaries that assemble comparisons of crime in one area or time frame against another area or time frame. It is important to set the time frames so as to have a valid comparison. It is acceptable to compare one time period with the same period in the year before, but it is more practical to compare with both the month before and the year before. This gives a clearer picture of any fluctuations. For example, if the summation time is for the first fifteen days of February, then it is valid to

compare it with the first fifteen days of January and first fifteen days of February the year before. This gives the analyst a picture of the fluctuation; however, it must be remembered that the comparison period did not have the same days of the week (unless the crime analysis unit is on a 28-day reporting cycle). When determining causes, it is necessary to examine the differences in the number of week days and weekends in the comparison periods to ascertain their effect on the fluctuation.

The role of the patrol supervisor in the analysis process is discussed in detail in Section 4.2.

3.4 Dissemination

The patrol supervisor can expect to receive the products of the analysis process in the form of either formatted or nonformatted bulletins, memoranda, or reports. The formatted bulletins include such products as the Daily Information Bulletin, Crime Analysis Recap Bulletin, and the Patrol Operations Bulletin. Nonformatted bulletins include the Crime-Specific Memorandum and the Response to Special Request. While formatted bulletins are specific in content and are disseminated on a regular basis, nonformatted bulletins are prepared by the analyst to communicate a specific pattern of criminal activity uncovered during the analysis process. Otherwise nonformatted bulletins are used to satisfy specific requests for information received from patrol or investigative personnel.

The following paragraphs treat each crime analysis product individually, with particular reference to the use of analysis products for patrol supervision.

3.4.1 Formatted Bulletins

3.4.1.1 Daily Information Bulletin

When prepared by the crime analysis unit, the Daily Information Bulletin usually contains summary information concerning significant events that occurred over the previous 24 hours. Specific items of information (such as requests for information or stop-and-identify information) are routinely handled by this type of product. Other items (such as information on wanted persons and listings of stolen autos and tags) can be included in the bulletin. An example of a Daily Information Bulletin is shown in Figure 3-4.

Other than the actual Offense Reports, this is the most current information source available to the patrol supervisor and patrol officers. Since the bulletin is prepared by the crime analysis unit for dissemination down to each line officer, the patrol supervisor will find the contents particularly useful as the basis for instructions and discussion during rollcalls. Also, the information contained in a series of bulletins posted in the rollcall area can be used to update those officers who have been off duty or absent for extended periods of time.

3.4.1.2 Crime Analysis Recap Bulletin

The Crime Analysis Recap Bulletin is prepared by the crime analysis unit using crime element information extracted from all relevant Offense and Supplementary reports prepared by line officers and investigative personnel. The recap bulletin can be prepared on a 48-hour basis (as shown in Figure 3-5) or on a less frequent basis (as shown in Figure 3-6).

DAILY BULLETIN WEDNESDAY, FEB 16, 1977

CID ADVISES.....

ATTENTION: Zone 2-Midnite Shift STOP & ID ref Cat Burglaries O#14167, 3 Occrng in Wilders Trailer Pk on Mon 2/14 0200-0400 hrs. MO: Break Miami bedrm wndws.

PROP: Jewelry & Cash

Any info, contact Det. Frank

STOP & ID ref Res B&E O#13221, OCC: 655 29 A/S VEH: '69 Cad, 2 dr, wht vynl/ maroon, cln. OCC: #1: MB 6', 160#, thn bld, med complex. #2: MB20's, 5'9"-6' med compx. Any info, contact Det. Fossin

Additional Info ref STOP & ID G/L O#12192 2/15 WM20, 6'1", 190#, strht strngy shldr hr, (thin text), rnd chin, pmpls or red spots arnd uppr lip & mouth. Dk brn or blk corduroy ct, blu w/wht stripe jogging shoes. Any info, contact Det. Stone

STOP & ID ref Lewd & Lascivious Asslt, O#13225, VEH: Small (simlr to Duster or Dge Aspen) wht w/2 wide blk stripes running vert on trnk. Small stuffed dog hanging frm rear view mirror, blk int. & bckt seats. SUBJ: MW25-30, med bld, dk brn hr, fair complex, cln shaven. MO: Vic walking home frm North Shore Elem. was picked up and assltd.

Any info, contact Det. Viewson

BOLO - ref AR/Safe Burg at Clw Bat Donald Rest. VEH: Camaro-Trans Am, slvr, spoilr
continued

2/14

2

CID ADVISES cont'd

on rear. SUBJS: #1 Latin Male, 20-23, thin, 130-40#, shldr lng-stringy blk hr, must. #2: Same as above-only 25-28 yrs, thin bld.

Any info, contact Det. Feldman

COURT ORDER PICK-UPS

MARKUS, Larry MB15, Add: 337 Parkway or 1026 19 A/S Chg: Crim mischief pending O#14580

ABRAM, Jr. Willie L. MB11, Add: 1611 Newton S/S. Failed to appr for hearing on burg chg O#14581

SNOOPEL, Jeffery L. MW16, Add: 1131 77

T/S Apt. 240, Prob viol O#14582

BUMWAY, Veronice D. FB16, Add: 1760 Bayou Ct/S. Failed to appr for advisry hrng on battery chg O#14583

AUTOS

O#14695 LOST TAG 2/15, Lic 4W10989, Decal 740368 Add: 4 S/N-40 A/N

RUNAWAYS

DRAKE, Diana, FW12, Add: 6623 22 S/S #487

BECHAMEL, Freddie, MW11, Add: 7544 69 P/S

LONNEY, Loretta A. FB16, Add: 2318 37 S/S

REMEY, Roberta FW15, Add: 5136 22 A/S

KLOPEEN, Phyllis J. FW16, Add: 4155 43 T/S

REYER, Dallis C. MW15, Add: 1839 76 A/N

continued

Figure 3-4. Daily Information Bulletin

CRIME ANALYSIS RECAP

COMMERCIAL ROBBERY

1 November 1976

SUSPECT INFORMATION	REPORT AREA BEAT	DATE & TIME	LOCATION OF OCCURRENCE VICTIMS NAME	MO	WEAPON USED	LOSS/INJURY	RECORD NUMBER
Sus #1 MB 5'8", thin, brn jacket and slacks, knit cap, knit gloves, stocking mask Sus #2 MB 6'2" thin, well built, LSW long black overcoat, stocking mask, gloves	3 102	28/Oct/76 2300	1930 4 S/S Town and Country Motel	Suspects confronted owner in front office and demand- ed entry to back room and res. Owner and his wife were tied w/ towels and other articles of clothing. Sus ransacked res. taking cash and 2 watches. Tele- phone wire was pulled from wall.	Knife Shotgun	Cash (\$816) and two gold watches	99406
Sus #1 MW, 21-24, 5'8", husky or muscular build, long brown hair, LSW black short sleeve shirt, blue denim pants, black sneakers. Sus #2 MW, 21-24, 6'1", slender build, light brown hair (shoulder length) LSW lt. colored clothing NOD	5 109	28Oct76 2145	1600 34 S/S Driftwood Motel	Suspects rang door bell and inquired about room rates. Vic invited sus in and was struck w/ fists and feet and his res. was ransacked. Vic's hands were tied behind his back w/ cloth strips. Telephone wires were pulled out from wall.	Hands and Feet	Cash (\$200) and .32 cal automatic pistol	99396
CONFIDENTIAL							

Figure 3-5. Crime Analysis Recap Bulletin
(Page 1 of 2)

CRIME ANALYSIS RECAP

INDIVIDUAL ROBBERY

1 November 1976

SUSPECT INFORMATION	REPORT AREA	DATE & TIME	DAY OF WEEK	LOCATION OF OCCURRENCE	VIC	MO INFORMATION	WEAPON USED	LOSS/INJURY	RECORD NUMBER
1-MN 5'10", thin, beard, lsw pullover shirt & jeans 2-MN, heavy 3-MN 6'2 heavy	4 130	30Oct76 2200	Su	13 A/S and 16 S/S area of grocery store	MN 46 Sober	Vic had left store and was walking thru pk lot when he heard someone call his name over by his veh. As he ap- proached, sus #1 grab- bed him from behind and held him while #2 attempted to search vic's pockets. Vic fought off both sus until #3 hit vic w/ pipe. At this time other customers were coming out of grocery & sus ran away.	Pipe	No Loss - Victim suffered severe lacerations of head.	99398
CONFIDENTIAL									

Figure 3-5. Crime Analysis Recap Bulletin
(Page 2 of 2)

ARMED ROBBERIES OF BUSINESS ESTABLISHMENTS

Bulletin # 174 Date March 1-27, 1973 Beat Sections of 214, 221, 234
 Number of offenses this month 5 Number of offenses last month 2 (both CBA)

Date & Time	Location	Beat	Weapon	Suspects
3-12-73 4:20 PM 66643-E	Warehouse Liquor 5823 Blackwell	234	gun w/ brown handle in waist	W/M/30's, 5'9", 150#, ruddy comp., small mustache. Entered store 45 minutes before actual robbery and asked the time.
3-13-73 9:52 PM 67924-E	Safeway 5828 Abrams	217	.32 blue auto.	W/M/25-30, 5'8", 220#, dark collar length hair, needed shave, strong body odor. W/M/20's, 6'1", 180#, long brown hair. Got groceries then pretended he forgot his wallet. Went out to <u>white 1971 Grand Prix</u> and got #2 suspect, then they robbed the store.
3-25-73 7:45 PM 79573-E	Miniyards 6515 Abrams	234	large blue auto.	W/M/35, 6', 165#, sandy blond hair, thin face, ruddy comp., poss. same suspect as Ware- house Liquor. Paid for groceries first then pulled gun from behind his back and robbed store.
3-26-73 9:00 PM 80518-E	Wards Drug Store 5848 Abrams	214	.45 blue auto .32 rev.	W/M/25, 6', 160#, brown shoulder length hair, sharp nose. W/M/ 18-20, curly hair sitting in a silver Buick <u>Riviera</u> . Handed pharmacist a list of narcotics he wanted. Very nervous.

Figure 3-6. Crime Analysis Recap Bulletin
 (Page 1 of 2)

Date	Location	Bent	Weapon	Suspects
3-26-73 3:15 PM 80167-E	The Way Apartments 6854 Skillman	221	blue gun	W/M/20-25, 6'2", 200#, med. length dark hair, fair comp., accent. <u>'70-'72 Pontiac LeMans, dark</u> <u>blue 72 Texas MC-4-</u> Took money and an adding machine to sell.

Figure 3-6. Crime Analysis Recap Bulletin
(Page 2 of 2)

Regardless of the period covered by the recap bulletin, it normally contains individual listings of selected crime types with brief descriptions of suspects, MO, time, and location for each offense. In addition, the recap bulletin identifies the particular patrol beat in which the offense was reported to have occurred.

The Crime Analysis Recap Bulletin can be used by the patrol supervisor to identify problem areas within his sector of responsibility and can be used to make preliminary determinations concerning special deployment of personnel. The highly structured format of the recap bulletin allows for individual analysis by the patrol supervisor concerning elements such as frequent crime types, likely targets, locations and times, and peculiar MO for each offense noted.

The recap bulletin can be used to brief patrol officers during rollcall and can also be used as a patrol beat problem identification source. Using the information contained in the recap bulletin, the patrol supervisor can assess the severity of crime problems in his sector and formulate specific tactics for use by line officers. As a problem identification source, the recap bulletin can also be used by the patrol supervisor to select out particular problem areas or types for further analysis by the crime analysis unit. For example, the recap bulletin can indicate a series of robberies spread out over the patrol sector which appear to be unrelated. The patrol supervisor can request that the crime analyst conduct an analysis of all of these and related offenses to determine offense similarities.

The more detailed analysis that would result from such a request could then be used as an additional basis for making special deployment decisions (such as increased preventive patrol or preemptive patrol activity).

Finally, there is a third type of Crime Analysis Recap Bulletin, of which an example is shown in Figure 3-7. This particular type of recap addresses only car and suspect information listed by particular crime type. Normally distributed down to the beat officer, the cars and suspects list can be used for informational reference during routine patrol or for field investigative purposes. This type of recap can also be used to keep the officers informed of recent arrests for certain crime types within his area and adjacent sectors.

3.4.1.3 Patrol Operations Bulletin

The Patrol Operations Bulletin is an example of a crime analysis product that summarizes target crime activity occurring throughout the city. The bulletin is a particularly useful crime analysis product for the patrol supervisor since it includes basic statistical analyses of crime types, with volume percentage comparisons to previous periods. In addition, it also can provide a statistical and narrative breakdown of criminal activity by patrol sector and beat, according to individual crime type. An example of one type of Patrol Operations Bulletin is shown in Figure 3-8, the Weekly Crime Report.

BURGLARY

CARS AND SUSPECTS

CRIME ANALYSIS SECTION

PLANNING AND RESEARCH DIVISION

CONFIDENTIAL

For Information

Purposes Only

BUSINESS BURGLARY*

DATE: February 15 - 28, 1977

CAR	SUSPECT	BEAT-LOCATION SERVICE NUMBER
<u>CENTRAL:</u>		
1973 Olds 76 Tx. HQD93	<u>ARRESTED PERSONS:</u> Terry Lee N/M/21, 5'9" Onzie Smith N/M/29 170# 5'9"	121 - 3333 Blackburn, 108 #63624I
Unk 2dr NYR113; maybe Mazda, Toyota or Datsun	Joan Van W/F/19, 135# 9/29/57	124 - 3618 Gillespie 107 #55427I
1970 Buick Green Riv 2dr 76 Tx. HUP890	Fred William N/M/41, 160#, 6', black hair, brown eyes	125 - 4020 Gilbert #58287I
LXR HLQ719	Unk	125 - 3811 Holland, #5 #54169I
Dark colored full size 1965 Pont	Unk	126 - 3845 Oaklawn Ave. #67416I
Gray 1970 Pont 2dr 76 Tx. HKP396	Walter W/M/20, 150#, 6'2", brown hair	141 - 911 S. Glasgow, #58422I
	Wade W/M/20, 150#, 5'8" blond hair	
1965-66 Chev S/W HLC?	Unk W/M/30, 170#, 5'10" blond hair; Katherine W/F/ 24 yrs.	147 - 5414 Ridgedale Ave. #66669I
White P/U Carrier painted in blue on side	2 unk W/M/35 yrs., 5'9", 190# #1 - blonde hair #2 - light brown hair	148 - 4070 N. Central #48244I
<u>NORTHEAST:</u>		
Yellow, orange, gold Trk unk lic., unk tags	Unk W/M/'s 6'9" - 6'2" Unk	211 - 5836 Kenwood #68232I
Brown and Tan 1976 Ford Granada 2dr 77 Tex. vinyl top MXY912	Unk	214 - 6708 Lakeshore #69201I
Brown, bronze, or copper 1974 Dodge 4dr 76 Tx. HED482	W/F/20's	222 - 3106 Sharpview #55104I
Green 1971 Chev. Imp. 2dr DUD926 Tx. 76	W/M/21, 5'8", 175# brown hair and brown eyes	225 - 1238 Peavy Rd., #125 #68651I
Brown, bronze or copper/tan and beige 1976 Cadi Conv 76 Tx. HPN939	N/M/6', 170# black hair H/F/27, 5'10"	245 - 9300 N. Central #55342I
Black/green 1957 Ford 2dr 76 Tx. HRX946	L/M <u>ARRESTED PERSON:</u> William Frank W/M, 27yrs 12/31/49, 100# brown hair and brown eyes	245 - 11300 N. Central Exp. #63332I
Unk Olds Dark green W/film of dirt	2 W/M's, 150-160#, 6', brown hair	252 - 10318 Country Club #57359I

Figure 3-7. Crime Analysis Recap Bulletin

M E M O R A N D U M

TO : Richard A. Smith, Deputy Chief, Planning Bureau

FROM : Pamela J. Smith, Unit Manager, Crime Analysis Division

DATE : 27 May 1976

SUBJECT: Weekly Synopsis -- 20-26 May 1976

Offense Tally:	Sexual Battery	4
	Robbery	12
	Armed	4
	Unarmed	8
	Purse Snatch	1
	Assault Total	67
	Aggravated	21
	Gun	2
	Knife	14
	Hand/Feet	1
	Other	4
	Simple	46
	B & E	120
	Residential	70
	Commercial	17
	Auto	33
	Larceny Total	133
	Pickpocket	1
	Shoplifting	34
	Auto Parts & Accessories	14
	Bicycles	23
	Buildings	6
	Coin-op Machines	5
	Other	49
	Auto Theft	12
	TOTAL OFFENSES	348

Figure 3-8. Weekly Crime Report
(Page 1 of 8)

BEAT SUMMATION

	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	TOTAL
Rape	1	0	0	1	0	1	0	0	0	0	0	0	0	1	0	4
Robbery Armed	0	0	0	0	1	2	0	0	0	0	0	0	0	0	1	4
Robbery Unarmed	0	0	3	1	0	2	0	1	0	0	0	1	0	0	0	8
Purse Snatch	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Pickpocket	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Agg. Assault	0	2	3	9	3	1	2	0	0	1	0	0	0	0	0	21
B&E Residence	5	8	6	6	13	4	5	3	1	2	6	3	1	1	6	70
B&E Commercial	0	0	0	1	4	2	2	3	1	1	0	0	0	2	1	17
B&E Auto	3	0	7	3	1	2	0	3	2	4	0	1	2	2	3	33
Larc. Auto Acc	2	0	3	1	1	0	0	0	0	0	1	1	1	3	1	14
Larc. Shopl	5	3	3	0	4	3	1	5	2	3	0	2	1	1	1	34
Larc. Bicycles	6	1	0	0	1	1	0	0	3	1	0	1	3	3	3	23
Larc. Bldgs	1	0	1	0	0	0	0	0	0	1	1	1	0	1	0	6
Larc Coin-op	0	0	1	0	0	0	0	0	0	1	1	0	1	1	0	5
Auto Theft	2	0	1	3	4	0	0	0	0	0	0	1	0	0	1	12

DISTRICT I : 142 (excluding simple assaults and larceny other)

DISTRICT II: 111 (excluding simple assaults and larceny other)

CATEGORY CLOSE-UPSEXUAL BATTERY

Beat 01: FW33 was asleep in her residence when a stranger
MW23 broke in and attempted to rape her,
2310 hours Status: CWA

Beat 04: FB15 was walking home from school dance when
acquaintance, MB teens, attempted to rape her.
0030 hours Status: OPEN

Beat 06: FW64 was in her residence when a stranger MB20's
broke in and raped her.
2300 Status: OPEN

Beat 14: FW29 was in her residence and allowed her former
boyfriend, MW34, to enter and he raped her.
Afternoon hours Status: OPEN

ROBBERY

Four commercial establishments were victims of armed robbery
this week.

Beat 05: South Georgia Market - Two subjects entered the business
with guns and had the 2 employees face the wall. The
subjects then emptied the employees' pockets as well as
the cash registers. Suspects: 2 MB's, 18

ROBBERY - continued

Beat 06: Farm Store - A suspect entered the store demanding money at gunpoint, which was put in a paper bag for him and he fled. Suspect: MB45

Pizza Hut - A suspect asked for a menu, pulled a gun on the clerk and manager demanding money, then fled to a waiting vehicle. Several customers witnessed the robbery. Suspect: MB18

Beat 15: Collora Shell Station - The owner was hit from behind by an unknown subject who took some money from the register.

There were no other armed robberies this week.

Eight strongarms, 1 larceny purse snatch, and 1 pickpocket occurred this week, for a total of 10 such offenses (same as last week). Victims included 6 MW's and 4 FW's (3 of which were intoxicated), 70% being over the age of 50. Three of the strongarms were also purse snatches. Three victims received minor injuries, one requiring treatment.

Time of day was predominantly during daylight hours (8 of the 10), with 2 incidents involving intoxicated victims occurring at 0100-0200. Nine incidents took place on a public, outdoors premise, and 1 in a business. One case has been CLOP.

ASSAULTS

A total of 21 aggravated assaults were reported this week, down from last week's 27. Beats 04 and 05 accounted for 12 of these. Weapons included 2 guns, 14 knives or other cutting instruments, 1 hands, and 4 other dangerous instruments. 8 victims required medical attention.

11 of the incidents occurred on residential premises, 6 outdoors, and 4 on business property.

Victims and assailants were acquainted in 8 cases, married or living together in 3, other family relationships 6, strangers in 4. At this writing, 9 cases were CWA, 3 CLOP, and 9 remain under investigation.

46 simple assaults were also reported this week, down from last week's 47. Of these, 8 were assaults on police officers.

BEAT 02: AREA: 32 A/S and 7-8 S/S
LOCATION: Wilder's Trailer Park and Lakeshore Trailer Park
ACTIVITY: 4 incidents (1 last week) - all cat burglaries
DAY: Sunday
TIME: 0100-0600
POE/MO: Cut screen of door or window
PROPERTY: Purses

BEAT 03: AREA: 4-7 S/S and 2-17 A/S
ACTIVITY: 6 incidents
DAY: Thursday-Friday
TIME: 1900-2200
POE/MO: Force rear window
PROPERTY: None

BEAT 05: AREA: 17-19 A/S and 23-27 S/S
ACTIVITY: 4 incidents (none last week), has moved south from previous week
DAY: Varied
TIME: Day shift
POE/MO: Open unsecured rear window or door
PROPERTY: Cash, TV, jewelry

BEAT 11: AREA: 8-11 A/N and 8-13 S/N
ACTIVITY: 4 incidents
DAY: Wednesday
TIME: Day shift
POE: Door
PROPERTY: Stereo, furniture, bicycle

3-28

COMMERCIAL B&E

There was a total of 17 commercial B&E's this week, down considerably from last week's sum of 27.

Three schools had breaks: 16 Street Jr. High (attempt only), St. Petersburg High School which was CWA, and Perkins Elementary School (no loss). Only 2 churches were entered, these being Park Street Baptist (window smashed, no loss) and St. Mark's Methodist (pried door of storage shed, took soda).

One business was broken into twice this week in Beat 06. The business, Suwannee Gift Shop, had its storage shed entered twice, though nothing was removed.

Beat 05 experienced the heaviest activity with 4 breaks, nearly one-quarter of the total. Businesses entered included: Hasbrouck Lawnmower Service (CWA-property recovered), Lehnert Amusement, Perkins Elementary School, and Southside Boys Club. In the 3 latter incidents, no loss was reported.

AUTO B&E AND LARCENY AUTO PARTS

There were 33 auto breaks this week (36 last week) and 14 larcenies of auto parts and accessories (11 last week). This total of 47 offenses is the same as last week's total of 47.

Twenty-two of the 47 breaks and larcenies were in business parking lots and shopping areas. Other popular premises included: residential premises; i.e. yards, driveways, residential streets and apartment parking lots; and schools/churches. Three breaks occurred at the Hilton Hotel, all of which resulted in losses of CB radios. In all, six CB radios and 1 CB antenna were taken.

BURGLARY

Twelve of the 33 breaks were of parts from under the hood of the vehicle (2 last week), eleven were victim-precipitated due to unlocked doors or open windows. In 8 cases, entry was gained forcibly by prying or using a coathanger. Two were attempts only.

Items most frequently taken this week were: batteries (11), CB radios (5), and purses/wallets/briefcases (3). Five victims reported no loss.

LARCENY AUTO PARTS

Of the 14 larcenies of auto parts and accessories this week, theft items taken most were: hubcaps (6) and gas (5).

Figure 3-8. Weekly Crime Report
(Page 5 of 8)

LARCENY AUTO PARTS - continued

Area: Beat 01:

Thirty-fourth Street South Area, 36 A/S to 54 A/S,
2 breaks and 2 larcenies. Three of these incidents occurred in separate public parking lots, the fourth in a school parking lot. Two took place between 0915 and 1030 hours, a third in the early afternoon, the fourth in the mid-evening hours. Saturday and Sunday were the most frequent days.

Beat 03:

Hilton Hotel Parking Lot - 3 breaks, all with coathangers,
all losses were CB radios, occurring late Thursday night or early Friday morning.

CT 154, particularly from 6-8 S/S and 8-11 A/S, 2 larcenies and 1 attempt break. Two of these incidents were in hospital parking lots, the other, a larceny, was on a nearby residential street. Hubcaps were taken in both larcenies and an attempt was made on a CB radio in the attempt break. Days and hours were too varied to show relationships.

Beat 04:

Incidents scattered along a semi-circle from 16 Street and 2 A/S, south along 9 Street to 22 Avenue and 13 S/S, 3 breaks and 1 larceny. The relationship in these incidents occurs in the kinds of premises - all private business parking lots, 2 church lots, one a nursing home, the fourth a private business.

Beat 09 and 10:

Area of 34 S/N, 11-12 A/N, 2 breaks in separate parking
lots in close proximity, Thursday-Friday, early morning hours. Valuable camera equipment taken in one incident, 2 subjects arrested in the second incident.

Beat 14 and 15:

Area from 6 S/NE to 16 S/N between 55 A/N and 63 A/N,
3 breaks, 2 larcenies, all occurring Friday-Monday, usually late night or early morning hours. One incident, in a school parking lot, occurred in mid-morning hours. Another incident occurred in a public parking lot but all others on residential premises. Items taken varied, with gas being taken from 2 of the victims.

LARCENY

Shoplifting

There were 34 incidents reported this week (up from last week's 25), resulting in 28 arrests.

Buildings

Only 6 incidents were reported this week, as compared to 17 last week. \$1,055 worth of money and items were stolen.

Purses or wallets and contents accounted for 2 of the 6 incidents.

Bicycle Thefts

23 bicycles were reported stolen this week, up considerably from the 15 last week. Five were removed from residential premises, and 10 from schools, and 1 from Tyrone Mall.

Total occurrence per day of the week is as follows:

Monday	1	
Tuesday	4	(1 residential, 2 schools)
Wednesday	7	(4 schools)
Thursday	3	(3 schools)
Friday	3	(1 residential, 1 school)
Saturday	4	(2 residential, 1 school)
Sunday	1	(1 residential)

Miscellaneous

This week 1 boat was burglarized, 2 were stolen, and 3 boats had equipment removed from them. Of these 6 incidents, 3 were in Beat 02.

Five victims had plants stolen this week (down considerably from last week's total of 14), most of these being hanging plants taken from residential porches. Three of these thefts occurred in the area of 24 A/N and 13 S/N.

Only four commercial establishments reported losses this week (11 last week). A plant was taken from Graham Park, tiles were removed from a city sidewalk, and a water pump was removed from a construction site, and an amount of mulch was removed from an apartment complex.

Other stolen property included: mail, clothes off a clothesline, lawn furniture (3 incidents) and bicycle parts.

AUTO THEFT

Ten automobiles and 2 motorcycles were stolen this week for a total of 12 thefts. Two of these were overdue rentals and 2 were UWOC.

Vehicles were removed from 5 residential premises, 4 public premises, and 2 from agencies. The key was in the possession of the offender in 5 instances, in the ignition in 1 instance. In three of the 12 thefts doors were left unlocked.

One case has been CWA and three vehicles have been recovered. Four incidents of 12 total occurred on Beat 04.

Figure 3-8. Weekly Crime Report
(Page 8 of 8)

The offense tally shown on page 1 of Figure 3-8 and the individual beat breakdown shown on page 2 allow the patrol supervisor to compare crime rates. The individual beat description of each crime type occurrence to include MO and suspect information permits identification of specific crime problems and their magnitude. The information contained in a Weekly Crime Report (Figure 3-8) can be used by the patrol supervisor to identify individual patrol beats that may require special attention.

In addition, the product can also be used to monitor the results of specific tactics developed to address problem areas. Also, the product can be used to update and brief patrol officers on specific crime problems within their areas of responsibility.

Another example of a Patrol Operations Bulletin is shown in Figure 3-9, the Operations Report -- Patrol Supervisors. This type of product can be used by patrol supervisors for the same purposes mentioned above, especially in those departments that undergo periodic shift changes, such as once a month. Unlike the Weekly Crime Report shown in Figure 3-8, the Operations Report -- Patrol Supervisors provides a statistical breakdown of both criminal activity and total calls-for-service activity for the period covered by the report. The report is particularly useful for comparing statistical rates of change in reported criminal activity for each of the three shifts.

3.4.2 Nonformatted Products

OPERATIONS REPORT - SUPERVISORS

SHIFT MONTH: 13 December 1976 - 9 January 1977

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 1 of 8)

SOUTHSIDE - EAST SECTOR

Beats 2, 3, 4

The East Sector of the South District recorded a 14% decrease among those offenses* studied for the current and previous shift months. Personal crimes decreased by 15%, while property crimes dropped 13%.

The Most significant decrease was noted in Auto B&E, declining 59%. Robbery also dropped by 5 incidents. Slight increases were recorded in bike theft and commercial B&E.

48 Cases registered time spans too great to assign shift responsibility.

The Evening Shift recorded the greatest decrease (29%); Midnight Shift a 3% decrease; while Day Shift showed a 14% increase.

*Offense	SHIFT 1			SHIFT 2			SHIFT 3			UNKNOWN TIME			TOTAL			% CHANGE
	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	
Homicide	0	0		0	0		1	2		0	0		1	2		+100%
Rape	2	0		0	1		1	1		0	0		3	2		- 33%
Robbery-Coml	0	0		1	1		1	4		0	0		2	5		+150%
Robbery-Pers	3	6		9	6		11	3		0	0		23	15		- 35%
Agg. Assault	6	7		7	8		23	17		0	0		36	32		- 11%
Res B&E	*12	15		15	22		26	20		26	20		79	77		- 3%
Com. B&E	6	4		0	2		4	2		5	10		15	18		+ 20%
Auto B&E	4	1		7	4		20	9		13	4		44	18		- 59%
Auto Larceny	0	1		1	0		1	2		7	6		9	9		---
Bike Theft	0	0		2	3		1	3		2	2		5	8		+ 60%
Auto Theft	2	0		1	2		2	2		6	6		11	10		- 9%
TOTAL	35	34		43	49		91	65		59	48		228	196		-14%
% Change	-3%			+14%			-29%			-19%			-14%			

Total Calls for Service increased 9% from the previous shift month in this sector. The number of calls increased 20% for the day shift, 17% for the midnight shift, and decreased 3% for the evening shift.

	SHIFT 1			SHIFT 2			SHIFT 3			TOTAL			% CHANGE
	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	15 Nov	13 Dec	12 Dec	
Calls for Service	389	455		540	649		827	804		1756	1908		+ 9%
-priority	79	73		45	69		115	103		239	245		+ 3%
-non-priority	310	382		495	580		712	701		1517	1663		+ 10%

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 2 of 8)

SOUTHSIDE - WEST SECTOR

Beats 1, 5, 6

The West sector of the South District recorded a 5% decrease among these offenses* studied for the current and previous shift months. Personal crimes decreased by 2 incidents, while property crimes dropped 8 incidents.

The most significant decrease was noted in Auto Larceny. Robbery also declined from 16 to 9 cases.

Increases were noted in aggravated assault and bike theft.

49 incidents registered time spans too great to assign shift responsibility.

The Midnight shift recorded the greatest decrease (14%). Day shift decreased 12%, while evening shift recorded a 36% increase.

*Offense	SHIFT 1			SHIFT 2			SHIFT 3			UNKNOWN TIME			TOTAL			% CHANGE
	15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		
	12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		
Homicide	0	0		0	0		0	0		0	0		0	0		--
Rape	1	0		1	0		2	1		0	0		4	1		- 75%
Robbery-Coml	1	0		2	0		2	1		0	0		5	1		- 80%
Robbery-Pers	2	1		4	2		5	5		0	0		11	8		- 27%
Agg Assault	3	7		7	2		3	12		0	0		13	21		+ 67%
Res B&E	2	5		14	12		14	18		21	19		51	54		+ 6%
Com. B&E	6	5		0	2		1	3		16	10		23	20		- 13%
Auto B&E	3	2		8	7		5	11		19	11		35	31		- 11%
Auto Larceny	1	0		2	1		6	1		7	4		16	6		- 63%
Bike Theft	2	1		4	10		6	7		2	2		14	20		+ 43%
Auto Theft	7	3		0	1		0	1		1	3		8	8		--
TOTAL	28	24		42	37		44	60		66	49		180	170		- 5%
% Change		-14%			-12%			-36%			-26%			-5%		

Total Calls for Service increased 1% when compared to the previous shift month. The number of calls decreased 6% for the midnight shift, and 5% for the evening shift. The Day Shift experienced a 13% increase.

	SHIFT 1			SHIFT 2			SHIFT 3			TOTAL			% CHANGE
	15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		
	12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		
Calls for Service	300	282		476	539		637	607		1413	1428		+ 1%
- priority	49	69		51	59		106	107		206	235		+ 14%
- non-priority	251	213		425	480		531	500		1207	1193		- 1%

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 3 of 8)

NORTHSIDE - EAST SECTOR

Beats 11, 12, 13, 14, 15

The East sector of the North District recorded a 15% increase in the number of offenses* studied for current and previous shift months. Personal crimes increased by 11 incidents; while property crimes increased 13%.

The most significant increase, 97%, was noted in Auto B&E. Robberies, both personal and commercial also rose. A decrease of 21% was recorded in residential burglary.

78 incidents registered time spans too great to assign shift responsibility.

The Evening recorded the only decrease with 22%. The Midnight shift increased 113%, the Day shift 2%.

*Offense	SHIFT 1		SHIFT 2		SHIFT 3		UNKNOWN TIME		TOTAL		% CHANGE
	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	
Homicide	0	1	0	0	0	0	0	0	0	1	--
Rape	2	0	0	0	0	1	0	0	2	1	- 50%
Robbery-Coml	0	1	0	1	1	6	0	0	1	8	+700%
Robbery-Pers	2	3	6	8	10	9	0	1	18	21	+ 17%
Agg. Assault	5	7	1	4	13	10	1	0	20	21	+ 5%
Res. B&E	6	17	17	13	25	10	23	16	71	56	- 21%
Com. B&E	8	10	1	2	3	5	18	19	30	36	+ 20%
Auto B&E	8	30	3	7	11	11	13	21	35	69	+ 97%
Auto Larceny	1	7	5	1	8	5	9	12	23	25	+ 9%
Bike Theft	4	2	7	6	5	2	2	6	18	16	- 11%
Auto Theft	2	3	3	2	5	4	3	3	13	12	- 8%
TOTAL	38	81	43	44	81	63	69	78	231	266	+ 15%
% Change	+113%		+ 2%		-22%		+ 13%		+15%		

Total Calls for Service decreased 10% from the previous shift month in this sector. The number of calls decrease 14% for the evening shift, 9% for the day shift, and increased 3% for the midnight shift.

	SHIFT 1		SHIFT 2		SHIFT 3		TOTAL		% CHANGE
	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	15 Nov 12 Dec	13 Dec 9 Jan	
Calls for Service	396	409	874	791	1097	938	2367	2138	- 10%
- priority	84	76	64	92	185	158	333	326	- 2%
- non-priority	312	333	810	699	780	780	2034	1812	- 11%

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 4 of 8)

NORTHSIDE - WEST SECTOR

Beats 7, 8, 9, 10

The West sector of the North District recorded a 5% increase among those offenses* studied for the current and previous shift months. Personal crimes increased by 3 incidents, while property crimes increased by 7 incidents.

The most significant decrease was noted in Bike Theft (41%). Increases were recorded in Auto B&E and Residential B&E.

80 incidents registered time spans too great to assign shift responsibility.

The Evening shift recorded the only decrease, 6%; while the Midnight shift and the Day shift recorded increases of 48% and 24% respectively.

*Offense	SHIFT 1			SHIFT 2			SHIFT 3			UNKNOWN TIME			TOTAL			% CHANGE
	15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		
	12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		
Homicide	0	0		0	0		0	0		0	0		0	0		—
Rape	0	0		0	1		3	1		2	0		5	2		- 60%
Robbery-Coml	0	0		1	0		1	0		0	0		2	0		-100%
Robbery-Pers	1	1		2	4		4	5		0	0		7	10		+ 43%
Agg. Assault	1	33		0	0		4	7		0	0		5	10		+100%
Res. B&E	4	11		12	10		9	19		25	23		50	63		+ 26%
Com. B&E	4	3		0	3		5	2		11	8		20	16		- 20%
Auto B&E	10	14		4	5		11	9		17	24		42	52		+ 24%
Auto Larceny	2	4		2	3		4	5		13	12		21	24		+ 14%
Bike Theft	3	1		5	6		9	2		12	8		29	17		- 41%
Auto Theft	2	3		3	4		3	0		7	5		15	12		- 20%
TOTAL	27	40		29	36		53	50		87	80		196	206		+ 5%
% Change	+ 46%			+ 24%			- 6%			- 8%			+ 5%			

Total Calls for Service increased 9% from the previous shift month in this sector. The number of calls declined 3% for the evening shift, and increased 13% for the day shift and 29% for the midnight shift.

	SHIFT 1			SHIFT 2			SHIFT 3			TOTAL			% CHANGE
	15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		15 Nov	13 Dec		
	12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		12 Dec	9 Jan		
Calls for Service	350	450		600	679		827	805		1777	1934		+ 9%
- priority	86	106		60	57		102	128		248	291		+ 17%
- non-priority	264	344		540	622		725	677		1529	1643		+ 7%

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 5 of 8)

MIDNIGHT SHIFT

SOUTHSIDE - EAST SECTOR: Beats 02, 03, 04

Overall crime decreased 3% when compared to the previous shift month. Crime totals varied only slightly in any category. Robbery recorded the only major increase, from 3 to 6 incidents.

Total Calls for Service increased 17% -- priority calls down 8%, non-priority calls up 23%.

SOUTHSIDE - WEST SECTOR: Beats 01, 05, 06

Overall crime decreased 14% when compared to the previous shift month. The most significant decrease was in auto theft. Increases were recorded in aggravated assault and Residential Burglary.

Total Calls for Service decreased 6% -- priority calls up 41%, non-priority calls down 15%.

NORTHSIDE - EAST SECTOR: Beats 11, 12, 13, 14, 15

Overall crime increased 113% when compared to the previous shift and month. Increases were noted in almost every crime category. The most drastic included Residential Burglary (6 to 17 incidents) and Auto B&E (8 to 30 incidents). Auto Larceny also rose from 1 to 7 cases.

Total Calls for Service increased only 3% -- priority calls down 10%, non-priority calls up 7%.

NORTHSIDE - WEST SECTOR: Beats 07, 08, 09, 10

Overall crime increased 48% when compared to the previous shift month. The most significant increase was recorded in Residential Burglary. Auto-related incidents also rose.

Total Calls for Service increased 29% -- priority calls up 23%, non-priority calls up 30%.

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 6 of 8)

DAY SHIFT

SOUTHSIDE - EAST SECTOR: Beats 02, 03, 04

Overall crime increased 14% when compared to the previous shift month. Residential Burglary rose by 7 cases. Auto B&E and Larceny declined 50%.

Total Calls for Service increased 20% -- priority calls up 53%, non-priority calls up 17%.

SOUTHSIDE - WEST SECTOR: Beats 01, 05, 06

Overall crime decreased 12% when compared to the previous shift month. A decrease was noted in Robbery, an increase was recorded in Bike Theft.

Total Calls for Service decreased 6% -- priority calls up 41%, non-priority calls down 15%.

NORTHSIDE - EAST SECTOR: Beats 11, 12, 13, 14, 15

Overall crime increased 2% when compared to the previous shift month. Increases were noted in Robbery and Residential Burglary.

Total Calls for Service decreased 9% -- priority calls up 44%, non-priority calls down 14%.

NORTHSIDE - WEST SECTOR: Beats 07, 08, 09, 10

Overall crime increased 24% when compared to the previous shift month - slight increases were noted in Commercial B&E and Bicycle Theft.

Total Calls for Service increased 13% -- priority calls down 5%, non-priority calls up 15%.

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 7 of 8)

EVENING SHIFT

SOUTHSIDE - EAST SECTOR: Beats 02, 03, 04

Overall crime decreased 29% when compared to the previous shift month. Significant decreases were noted in Robbery, Residential Burglary and Auto B&E.

Total Calls for Service decreased 3% -- priority calls down 10%, non-priority calls down 2%.

SOUTHSIDE - WEST SECTOR: Beats 01, 05, 06

Overall crime increased 36% when compared to the previous shift month. The most significant increases were noted in aggravated assault and auto B&E. A decrease was recorded in Auto Larceny.

Total Calls for Service dropped 5% -- priority calls up 1%, non-priority calls down 6%.

NORTHSIDE - EAST SECTOR: Beats 11, 12, 13, 14, 15

Overall crime decreased 22% when compared to the previous shift month. The most significant drop was noted in Residential Burglary. Increases occurred in Commercial Robbery and Commercial B&E.

Total Calls for Service decreased 14% -- priority calls down 15%, non-priority calls down 14%.

NORTHSIDE - WEST SECTOR: Beats 07, 08, 09, 10

Overall crime decreased 6% when compared to the previous shift month. The most significant decrease was noted in Bike Theft. An increase of 10 incidents was noted in Residential Burglary.

Total Calls for Service dropped 3% -- priority calls up 25%, non-priority calls down 7%.

Figure 3-9. Operations Report -- Patrol Supervisors
(Page 8 of 8)

3.4.2.1 Crime-Specific Memorandum

The Crime-Specific Memorandum is one of the most important products available to the patrol supervisor. Its purpose is to alert patrol and investigative personnel to the emergence or existence of a crime pattern or trend.

The content of the Crime-Specific Memorandum is based on the analysis of all available crime reports. Usually, the product refers to a series of offenses as being part of a specific pattern developed through analysis. The analyst is concerned with identifying similarities between offenses and noting special characteristics (such as location, suspect description, times, and MOs of the offenses). An example of a Crime-Specific Memorandum is shown in Figure 3-10.

Once identified, crime patterns and trends are communicated to the lowest level having authority to take the necessary action. In most cases, this will be the patrol commander and supervisor(s) responsible for the area(s) in which the pattern or trend has been identified. For this reason, the memorandum is often addressed to the patrol commander and supervisor by name, and is sometimes preceded by a telephone call informing the recipient that crime analysis information is forthcoming.

The product is primarily used as a method of problem identification or eventual development of suppression or apprehension strategies, and for selective deployment of manpower.

3.4.2.2 Response to Special Request

On occasion, the patrol supervisor will find it necessary to request that the crime analysis unit provide additional information on a crime

MEMORANDUM

Date: May 23, 1976

To: Patrol Commanders and Supervisors
Northeast District

Subject: Armed Robberies -- Convenience Stores

The 7-11 store at 2750 Day Boulevard has been robbed on the following dates:

Monday 5-9-76 2:10 p.m.
Thursday 5-12-76 4:15 p.m.
Sunday 5-15-76 6:15 p.m.

The Cumberland Farms store on 1413 Adams Street North has been robbed on the following dates:

Wednesday 5-18-76 3:45 p.m.
Saturday 5-21-76 7:10 p.m.

Suspect description noted in all related offense reports indicates the same individual is responsible for all five robberies. The following description has been given:

Negro male, 25-30 yrs., 6' tall, 190-200 lbs., black
flop hat, and carries a 38-cal. blue steel revolver
with brown grips.

The suspect always makes the reporting person lie down on the floor. On Wednesday 5-18-76, he was seen leaving the scene in a dark blue, late-model, large car. The loss has ranged from \$150 to \$250 which appears to be enough money to run the suspect three days. If this trend continues, he should hit again in the same area on Tuesday the 24th.

Monica Suzette
Crime Analysis Unit

Figure 3-10. Crime-Specific Memorandum

problem. Usually, these special request products address information concerning a suspect(s), isolated crime pattern(s), or trend(s) in target crime activity within selected areas. An example of a Response to Special Request is shown in Figure 3-11.

3.4.3 Patrol Supervisors Role in Dissemination

Just as the crime analyst disseminates the products of analysis to the patrol commanders and supervisors, the patrol supervisor must also play an extremely active role in the dissemination of information to patrol officers.

The patrol supervisor must pass on to his subordinates all of the information he has that can be useful to them. Just as the supervisor needs to be aware of what is happening generally and specifically (patterns) within his area, his officers need to know what is happening within their beats. They must have continued update from off-duty periods and knowledge of patterns revealed through crime analysis. When patterns overlap beat boundaries, all affected officers should be told about the full picture. The supervisor will also find an improvement in morale and motivation when he shares pattern information with officers whose beats have not been hit in the pattern targets. Police officers want to be productive crime controllers and react positively to information which is useful in crime control.

A rollicall briefing at the beginning of each shift is the obvious and usual method of passing crime analysis information on to the patrol officers. Too frequently, however, supervisors fail to take maximum advantage of this opportunity. Perfunctory readings of daily

MEMORANDUM

TO:

FROM: Crime Analysis Division

DATE: 14 Mar 77

SUBJECT: Request reference crimes occurring in Zone 09

Attached is a map and listing of burglaries and larcenies occurring in Zone 09 from 30-39 A/N and 44-54 S/N since 2Mar77, as requested.

An FIR search during the time span was done for the following subjects, as requested:

Michael J.	James
Timothy	David Alan
Terry L.	Kenny
David	Michael E.
Ricky H.	Mark
Charles J.	(aka-Chucky)

Since 6Mar77 to date, none of these subjects have been FIR'd in the city.

Figure 3-11. Response to Special Request
(Page 1 of 4)

Residential burglary

<u>Off#</u>	<u>Date</u>	<u>Time</u>	<u>Day</u>	<u>Address</u>	<u>M.O.</u>	<u>Property</u>
21071	6Mar	1830-2100	Su	3755 51 S/N	Unl. rear door	No loss
22964	11-12Mar	2000-0600	Fr/Sa	4589 32 A/N	Cut side(gar.)door	Welder, liquor
23135	11-12Mar	1900-0800	Fr/Sa	4583 31 A/N	Unl. shed door	Diving gear, chain
* 23303	12Mar	2315	Sa	3136 54 S/N	Pry front window	Handgun, p. 1 se

Miscellaneous larceny

<u>Off#</u>	<u>Date</u>	<u>Time</u>	<u>Day</u>	<u>Address</u>	<u>Property</u>
22998	11-12Mar	2000-0845	Fr/Sa	4566 33 A/N	Clothes on line
22983	11-12Mar	2000-0820	Fr/Sa	4666 29 A/N	Lawn statue
23414	12-13Mar	1930-0700	Sa/Su	4541 35 Ter/N	Door knocker

*Sus: 2 MW's, 17-19, jean cutoffs, t-shirts - Veh: yellow 2dr Chevelle or Duster, 69-70, dirty, dent right rear, poor condition

Figure 3-11. Response to Special Request
(Page 2 of 4)

AUTO BURGLARIES, BEAT 09, 2-12 MARCH, 1977

OFF #	DATE	TIME	DAY	ADDRESS	MO -----	PROPERTY
19341	3/2	0859	We	4372 33 A/N	Opened unl.door	Tape deck
20058	3/3-4	2300-0630	Th-Fr	4568 40 A/N	Opened unl.door	CB radio
20078	3/4	Unk.	Fr	4450 40 A/N	Opened locked door	Flashlight
20088	3/4	Unk.	Fr	3910 44 S/N	Unk.MO	No loss
20089	3/4	Unk.	Fr	3910 44 S/N	Opened locked door	No loss
20090	3/4	Unk.	Fr	3910 44 S/N	Opened locked door	No loss
20091	3/4	Unk.	Fr	4455 38 T/N	Unk. MO	Unk. loss
20099	3/4	Unk.	Fr	4450 40 A/N	Pried pass.window	No loss (attpt)
20105	3/4	0100-0930	Fr	3901 41 S/N	Opened unl.door	CB radio, speakers
20869	3/4	Unk.	Fr	4455 38 T/N	Unk.MO	2 jackets, shirt
22134	3/9	1630-2330	We	3927 38 A/N	Opened unl.door	CB radio
22740	3/9-10	1600-0800	We-Th	3470 40 S/N	Opened unl.door	Tools
23033	3/11-12	1900-1030	Fr-Sa	4616 29 A/N	Opened unl.door	Briefcase, watches
23170	3/11-12	1030-0745	Fr-Sa	3335 46 S/N	Unk.MO	CB radio

No suspects

Figure 3-11. Response to Special Request
(Page 3 of 4)

CONTINUED

1 OF 2

"poop-sheets" and wanted bulletins, and announcing car and beat assignments leaves much to be desired in terms of informing officers and providing direction on what is expected of them. The officers will tend to follow the example set by their supervisor and, if they see him as indifferent to crime control, they will tend also to be indifferent. If they see him as concerned and spending time on studying and learning about the crime problems, then they will also tend to take that part of their job more seriously and work at crime control.

The supervisor should distribute to all officers copies of crime bulletins prepared by crime analysis. He should then discuss what he has learned during his meetings with the crime analysts as well as update the bulletins with discussion of recent crimes that fit the bulletin patterns. If trends are developing, he should explain how they have been identified and the probable consequences of them. If a pin map is maintained at the operations level, it should be located in the squad room, and the supervisor should use it as an aid in discussing patterns. He should walk over to the map and point to the problem areas, even identifying the sequence of the crimes if that shows a potentially useful pattern.

Maximum interest and motivation will be achieved if the supervisor goes one step further and encourages discussion by the officers about the patterns and possible tactics. Frequently, it will be discovered that an officer has knowledge about the problem that he did not believe was very important at the time he learned it, therefore,

he did not put it into his report. Also, the pooled experience of the officers will often turn up methods of working the problem that otherwise would not have been realized. Finally, direct participation by the officers in deciding on how to work the problem will result in a greater commitment to their activities that are expected to lessen or eliminate the problem. The supervisor whose officers are committed and working hard on the problem will find his job easier and in the end he will be more successful in getting his job done.

3.5 Feedback

It is mandatory that the patrol supervisor constantly evaluate the products of crime analysis and provide the analysis unit with feedback, such as suggestions for restructuring or focusing content, comments on the validity and accuracy of information, and an evaluation of the reliability of information contained in the product. The patrol supervisor should also encourage those under his supervision to continually assess crime analysis products and provide the analysis unit with feedback.

The patrol supervisor should encourage face-to-face informal contact between the crime analysis unit personnel and all users of analysis information under his supervision. In addition, the patrol supervisor should make every effort to meet with the crime analyst to discuss general problems within his area of responsibility.

Meetings between the patrol supervisor and the crime analysts accomplish two things: They improve the supervisor's understanding of the written information supplied by the analysts, and they guide the

analysts in selecting the problems on which to concentrate and in determining how to provide the most useful information to the supervisor. These are the key elements of dissemination and feedback and are essential to effective decisions which are based on crime analysis information. The supervisor should initiate these contacts whenever he feels they are useful (which should be a minimum of once a week). He should contribute to the exchange by sharing his own knowledge about the situation, which he acquires through his closeness to the street activity. He should also be receptive to the information available from crime analysis that goes beyond his own sphere of exposure.



4. IMPLEMENTING PATROL DECISIONS

The patrol supervisor must be as explicit as possible in statements regarding what is expected to be accomplished by his patrol officers. Not all of the activities of officers must be laid out minute-by-minute but, when an officer begins patrol duty, he should have a clear understanding of what he is expected to accomplish. A clear set of objectives or purposes of the patrol officers' activities must be set out by the supervisor, and they must be clearly understood. The patrol function does not lend itself easily to statements of clear objectives in the sense that the officer can be told precisely what types of activities he should engage in. What the supervisor must do is make sure that the officers have an understanding of their basic mission and are able to make reasonable and expeditious selections from among sometimes conflicting and competing demands on their time. Officers must know what is *not* expected of them as well as what *is* expected of them. If, for example, building security is to be improved, the officers must be aware of inappropriate activities as well as appropriate activities. If a stake-out is not warranted according to the circumstances, the officer should be aware of that.

As discussed in Chapter 2, the supervisor will find that considerable advantage is gained by including the officers in the selection of the objectives against which they will direct their efforts or the strategies they will use. By including them in the process of setting the objectives and selecting the strategies, there will be an improved understanding of what is expected.

Including officers in the process of specifying the problem, setting the objectives, and selecting strategies is consistent with the amount of discretionary latitude officers have in going about their job. No one is more conscious of the fact that officers must perform their functions almost in isolation from the rest of the department than is the patrol supervisor. There is an increasing awareness of the fact that, formal delegations notwithstanding, the role of the officer requires substantial discretion on how he uses authority at any given moment. Given this situation, it is only logical that the officer should be involved in setting realistic, obtainable goals and objectives for his activities.

4.1 Application of Crime Analysis Products

The products of crime analysis are the various memoranda, bulletins, and reports prepared by crime analysis unit personnel. Generally, the trends in reported criminal activity and specific patterns recognized in a series of crimes become the basic content of crime analysis products. Although the actual content will vary according to the quantity and quality of information provided to the analyst, products of analysis can be expected to include three basic types of information.

The first type of information contained in a crime analysis product is the type of criminal activity. This may be a single, well-defined type of crime (such as robberies of quick-service food marts) or it might be a more general set of activities (such as commercial burglaries plus a series of vandalisms that are believed to be related to the burglaries).

The second type of crime analysis product information is the times when the crimes are occurring. Although this information is often difficult to ascertain for property crimes (such as burglary or vandalism), the analyst can usually identify times of occurrence of criminal activity with sufficient accuracy to identify patterns or trends susceptible to police deployment. In addition, a shift supervisor needs to know generally what is happening on his shift and, if situations indicate, related criminal activity during the hours immediately before and after his shift.

When crimes occur with a high rate of frequency over short-time periods, the patrol supervisor can use the crime analysis information to develop specific deployment strategies. When crimes occur infrequently, the patrol supervisor should look for consistency in time-of-day or day-of-week of the occurrences and should develop deployment strategies that focus on those times.

The third type of information contained in a crime analysis product is the locations where the crimes are occurring. The geographic locations of occurrence can show patterns such as concentrations in relatively small geographic areas or in relation to particular geographic characteristics. The obvious characteristics are land-use-oriented (residential, commercial, recreational, industrial, etc.). Less obvious but important characteristics are accessibility to escape routes, probability of detection, closeness to the home of the criminal (pursesnatches and street muggings) and other factors that affect the availability and attractiveness of the target in terms of the likely payoff to the criminal.

In developing his deployment strategies, the patrol supervisor must consider all three of the above factors -- types of criminal activity, times of occurrence, and locations of occurrence. The crime analysis product describes the problem by explaining the relative importance of each of the three factors in the given situation. A particularly serious series of crimes (such as robbery-related murders or several rapes) might demand attention even though the time and location factors do not give good pattern information. In this case, personnel might be deployed to canvass neighborhoods for more information, or directed to increase their surveillance of likely targets. In another instance, a series of less serious residential burglaries (or even a combination of many different types of crimes) can occur very frequently in a small geographic area. In this case, the supervisor would probably deploy personnel into the area with instructions on the general set of tactics to be used.

Apart from the basic types of information mentioned above, the crime analysis products can also address specific characteristics of a crime or series of crimes (such as suspect and modus operandi information). Suspect information is useful in identifying a pattern of criminal activity even when the three universal factors (types, times, and locations of crimes) may not have depicted a specific pattern. Suspect descriptions and suspect vehicle descriptions also give the supervisor information for establishing tactics that are directed toward surveillance and possible apprehension. When officers observe a *possible* suspect in an area, they will be more alert to detecting crimes in progress or crimes recently committed.

Modus operandi (MO) information is the collection of characteristics of the criminal's behavior. The type of crime, time-of-day or day-of-week, and locations where the offender commits his crimes are all part of his MO. However, MO analysis goes beyond these universal factors in identifying patterns. MO analysis is concerned with how the criminal selects his target, goes about the commission of the crime, and escapes from the scene. Whenever this information is available, the analyst will include each MO factor in his analysis process and will attempt to identify similarities between offenses based on similarities in MO.

Modus operandi factors are detailed descriptions of the following elements:

- The property or person victimized.
- Method of attack (point of contact or entry).
- Time of attack (unusual time characteristics, such as the relationship to other occurrences. Residential burglaries during periods when the occupants are attending funerals is a typical example).
- Object of attack (what was stolen or attempted and any unique characteristics of the objects).
- Trademark (unique activities of the criminal not covered in the other factors. Typically, this might include stories or comments, method of circumventing security systems, escape methods, etc.).

- Transportation used (vehicles such as cars or trucks used in the commission of the crime).

These factors are useful to the analyst in identifying crime patterns and, when communicated to the supervisor in the form of a crime analysis bulletin, are useful in developing strategies and tactics to combat the crimes.

When interpreting the products of crime analysis, the patrol supervisor must first determine whether the quantity or increase in criminal activity is sufficient to justify special deployment of resources. While a few serious crimes in an area may be sufficient justification to take immediate action by concentrating officers in the area, a few less serious crimes may warrant only alerting the officers to the existence of the problem area and directing that they focus additional attention during periods when not answering calls for service.

The patrol supervisor should also be aware that actual crime figures reflecting a high-percentage change over a previous period may not always reflect a valid problem for deployment of resources. For example, if an area's previous crime rate was 50, and increase of 10 crimes would be a 20-percent increase; whereas, if the previous quantity was 10, an increase of 10 crimes would be a 100-percent increase. What is important to remember is that these quantity comparisons, which require judgment in their interpretation, are the first indicators of potential problems that can require the patrol supervisor to focus his attention. Subsequent receipt of analysis products identifying a specific pattern or trend may then become the basis for making special deployment decisions to address the problem area.

4.2 Integrating Assignments

The patrol supervisor seldom has the luxury of confronting only one problem of police concern within the several beat areas under his immediate supervision. More often, he must address overlapping crime, service, traffic, and community relations issues simultaneously. Effective implementation of patrol plans requires that the strategy designed to attack any single problem must be effectively integrated with all other strategies being implemented within the supervisor's patrol area. Similarly, the response and directed-patrol assignments of individual patrol officers in the supervisor's command must be clearly defined and integrated so that all responsibilities are properly met in the most efficient and effective manner.

To accomplish this integration process, the supervisor should prepare a complete listing of all tasks that must be accomplished by his watch or sector personnel. This listing must not only include the activities defined by the supervisor's planning but must also take into account the relationship of his personnel to other departmental units, neighboring sectors, and watches to effectively accomplish the department's mission. This concept of effective teamwork cannot be overemphasized as it is of central importance to successful directed patrol activities. Its necessity can be seen in relation to a problem such as nonresidential burglary. The crimes occur during the hours when the businesses are closed and would seem to be of most pressing concern to the evening and midnight watches. However, some of the

most effective prevention activities, such as target hardening, can best be accomplished during the day watch, when the bulk of the business establishments are open and when businessmen's meetings are most likely to occur. An integrated approach to the problem would provide for detection and interception patrol tactics during the evening and night hours, and for business security inspections and speeches on security methods during the daytime hours.

Once a complete listing of tasks has been accomplished, the patrol supervisor should organize that list into common themes, such as:

- Community Information -- Efforts to convey information to the community about specific problems, protective or risk reduction actions, or specific police practices.
- Community Organization -- Efforts to organize neighborhoods or groups to better protect themselves and attack the problems faced by their community, or to enlist the support of citizens to join with the police in a concerted attack on specific problems of mutual concern.
- Tactical Deployments -- Specific patroling assignments designed to accomplish an immediate detection, deterrent, or

interception objective, or to alleviate specific fears or concerns in a neighborhood.

- Processing Activities -- Specific actions (such as area searches, investigative techniques, victim services) that are to be executed after a targeted crime has occurred.
- Information Support Activities -- Any activities required to generate the necessary information to drive or guide the accomplishment of the directed-patrol tactics. (The patrol supervisor should make maximum use of available department information sources, such as crime analysis, even though he may find it necessary to supplement these centralized services with his own information.

By organizing in this manner, the supervisor can identify common target groups or tactics so that a specific assignment can be made in the most efficient manner, and the best choice of individuals and resources to accomplish the particular tactic can be made.

Next, it is necessary to establish a schedule for task execution that clearly defines officer responsibilities in executing patrol's

responsibility for response and directed activities. This schedule should define:

- *The required number of response units for each time segment the patrol supervisor and his personnel will be working. This response unit requirement may vary by day of the week and by hour. Once defined, the level is remarkably consistent from year to year. The exactness of this manning estimation will improve with the quality and sophistication of dispatch data. The manning level will be the lowest where the department has installed an effective system for sorting priorities for responses to calls-for-service. (It should be noted that this process of fixing response duties with a segment of the patrol squad does not jeopardize the safety of the community, since units engaged in directed activities can be recalled by the supervisor as service demands dictate. Directed patrol personnel are still available in the patrol area to respond to emergency incidents.)*
- *The optimal locations and activities for*

response units in the periods between calls-for-service. The optimal locations will vary with the number of units available, traffic conditions, and the layout of major traffic arteries and accessibility to various parts of the beat. The activities of the response units must keep them in their optimal locations so they are available to respond on a moment's notice. Such activities might include parking enforcement, surveillance of a business area or shopping center, or maintaining a highly visible police presence at major intersections.

- *The best time and methods for accomplishing those administrative tasks mandated by the department, given the realities and objectives of patrol.* Portions of the administrative workload occur with sufficient regularity and volume (for example, transporting vehicles and radios to be serviced, transferring reports to Headquarters, picking up forms from the city printshop) that it is important to schedule them for the otherwise unproductive time so they do not intrude sporadically on the time

and resources needed to accomplish directed patrol activity.

- *The day, time, location, mannings, and patterns for implementing tactical patrol activities.* Activities (such as stakeouts, surveillance, covert or overt patrolling) that are designed to deter certain crime problems or to intercept perpetrators must be focused towards the exact time and location at which targeted incidents are likely to occur. Allotments of necessary manpower and equipment must be scheduled by the supervisor from the resources not required to meet patrol's response obligations. Obviously, special events or emergency service demands on occasion can intrude to cause last minute cancellation or suspension of such planned tactics.
- *The optimal time, location, and methods for performing nontactical directed patrol activities.* This entails mapping the schedule and setting the work assignments for such activities as crime prevention surveys and meeting with community groups

or individuals to accomplish community organization or education. These activities must be fitted in as available time permits and as they coincide with available opportunities in the community. The demand for their accomplishment is internally generated and can be regulated and manipulated by the patrol supervisor.

Scheduling of these nontactical activities must also entail a system for recalling officers from these activities as other service demands require.

- *The time and personnel necessary to effectively monitor and evaluate tactic implementation and to engage in ongoing planning to identify and respond to changing crime and service problems.* Program tactics must be continuously reviewed to identify problems or implementation deficiencies. Periodically, they must be reassessed to determine if they have been effective or if they still fit the problem conditions towards which they were directed. Effective patrol supervision requires that evaluation

and planning be sustained as a continuously ongoing process.

- *The optimal time to relieve personnel for meals and relaxation.* Planning of work assignments must provide sufficient time for meals or coffee breaks or both. Workloads ebb and flow with a high degree of regularity; therefore, the supervisor can single out the best times to let personnel on his shift take these needed breaks.

Integrating patrol activities in this manner clearly places a greater demand upon the patrol supervisor than traditional patterns of turning out the watch. It requires that the patrol supervisor continuously monitor time usage and needed actions to ensure that full advantage is taken of the opportunities for more directed patrol during the slack periods of calls-for-service. Other demands will intrude that upset projected schedules, but these demands are a reality of the patrol function and the supervisor should incorporate them into the task of work assignment planning. In the long run, more effective use of resources will be achieved, accountability will be improved, a greater sense of accomplishment will be established in the patrol force, and productivity in controlling crime and service problems will be greatly enhanced.

As the tasks are defined and executed to provide additional

manpower and time periods. The specific deployment tactics of crime prevention, detection and interception, and followup and preliminary investigation must be considered.

4.3 Managing the Patrol Workload

The purpose of patrol analysis is generally considered to be a determination of overall patrol manpower needs and then distributing the resultant workforce in proportion to the workload. This should clearly be accomplished according to time (that is, onto shifts in such a way that the manpower available during a given hour relates reasonably to the total work requirements during that hour) and by area (that is, that the individual patrol sectors are assigned patrol officers in some reasonable relation to the geographic distribution of service demands). Before a supervisor undertakes the task of deploying available manpower according to problems identified by crime analysis, he must first be assured that the expected level of call for service demand in his area is properly and effectively managed.

The demand for patrol services has been commonly assessed in terms of raw counts of incidents. This approach is essential for an understanding of what the patrol division (or patrol supervisor) confronts. However, for incident and manpower analysis, it is not how many but rather how much time is demanded for various levels of service.

The management of the patrol workload requires careful consideration of a number of time-related issues:

- *Establishing a clear definition of how patrol time is currently expended.*

Departmentwide, this requires definition of calls-for-service demands (normally 10 to 25 percent of patrol time) and routine administrative activities required by the police organization (generally between 15 and 35 percent of patrol time).

- *Identifying that portion of the calls-for-service workload that might be effectively handled by some means other than dispatching a patrol officer.* Use of telephone reporting systems and nonsworn civilian aides has demonstrated that large segments of the calls-for-service and administrative activities can be diverted from handling by sworn patrol officers without any deterioration in the quality of services delivered and without any loss in citizen satisfaction.
- *Controlling the dispatch response to calls-for-service so that blocks of time are available for officers to execute problem-directed patrol tactics.* Less than 15 percent of all calls-for-service involve a crime in progress, a serious

injury, a continuing threat to public safety, or the likelihood of an on-scene arrest that requires the immediate response of a patrol unit. For the remaining vast majority of requests for service, calls can be safely prioritized and stacked without any loss in public satisfaction. If the dispatcher informs the citizen when he can reasonably expect to have an officer respond and the response is made within that time frame.

- *Expanding the role of the patrol officer in preliminary investigation.* Preliminary investigation by patrol has been identified as crucial to the investigative function. It can mean better evidence and witnesses. It also permits the police agency to deploy investigative resources more effectively through the use of solvability factors. Preliminary investigation by patrol will require greater expenditures of time in responding to crime calls.
- *A broadened concept of workloads.* The concept must embrace the workload requirements of directed-patrol activities, as well as calls-for-service and administrative requirements.

- *The matching of resources to workload demands.*

This requires an allocation system that best fits manning to regular levels of workload along with a flexible capability to redeploy in response to specific problems or directed patrol needs.

Service delivery issues generally involve what are considered "hard data" in that they can be easily measured or counted and generally have a high degree of accuracy and validity. It is an area that has limited control, in terms of generation of the workload, but considerable improvement in the use of resources can be realized by departments that examine it carefully.

4.3.1 Calls-for-Service

Calls-for-service are the most obvious and inclusive of the service delivery issues. Calls-for-service range in any given department from the most serious criminal and emergency service events to the much less significant and nuisance types of services like barking dogs. Calls-for-service are the most easily measured of all field demands. All dispatch systems are required to maintain a record of basic radio communications. At a minimum, it is possible to count the quantities of different types of service dispatches, and usually the record contains detailed data by time (particularly times of receipt, dispatch, often arrival of the assigned unit, and completion of the service).

In most departments, calls-for-service are perceived to be the most pressing responsibility of the patrol force and usually take precedence over any other activity that the patrol force may engage in. As indicated earlier, this perception is being questioned, and many departments are beginning to revise their approach to the handling of calls-for-service. It is incumbent upon the patrol supervisor to play a role in setting the priorities for handling calls-for-service that categorizes them along lines of those that should receive immediate service and those that can be delayed or perhaps not even answered at all. Although calls-for-service are not particularly crime-related (in fact, approximately 85 percent of all calls-for-service are non-crime-related), they lay the foundation for the availability of patrol resources to deal with crime. Deployment decisions, or the making available of resources to deal with crime problems as identified by crime analysis, are controlled to a considerable extent by the character of calls-for-service and the department's policy on responding to them. Therefore, it is important that the patrol supervisor understand these characteristics.

4.3.1.1 Characteristics

There are three characteristics of calls-for-service that should be of concern to the patrol supervisor. These characteristics involve time, location, and type of calls. The times of concern to the patrol supervisor are the times of occurrence and the length of time that it

takes to service or handle the call. The geographic concern is with locating resources in such a way that they are strategically available to handle the calls-for-service with minimal disruption to other areas of concern or other activities. Finally, the types of calls should be of concern for reasons of sorting out priorities and better utilization of resources.

Times of occurrence tend to establish constant patterns over time, and most patrol supervisors have some idea of these patterns although they may not have precise information regarding the distributions. However, it can be seen from department to department that the time distribution of calls-for-service shows a pattern of regularity, both by time of day and by day of week. Any given day, or any given time of day, may not fall within that pattern; however, this constancy does exist and the future is highly predictable, given sufficient historical information. It is also true that the times of greatest need for crime control patrol activity will very likely be concurrent with those times of highest calls-for-service activity. Therefore, if not controlled, when the patrol personnel should be spending most of their time on crime control activities, there is probably going to be little time left from handling calls-for-service.

The geographic distribution of calls-for-service also tends to be constant over time. Moreover, calls-for-service tend also to follow the pattern of geographic distribution of crimes. Therefore,

as a first step, the patrol supervisor who has data available to him on geographic distribution of calls-for-service has at the same time begun to identify the geographic areas where the crime-related activities will occur and where he will be wanting to concentrate or deploy his resources. It is important to realize that these issues of time of occurrence and geographic distribution are relative issues rather than absolute issues. It cannot be predicted with great precision as to the minute when the next calls-for-service will be received or the next crime will occur; nor is it possible to statistically predict with precision as to the street address where the next crime will occur. All discussion regarding prediction or estimation of the next occurrence by either time or geography requires that the time frame or the geographic area be of reasonable size. The sizes will vary according to the jurisdiction and within the jurisdiction, but the most frequent time intervals are 2 to 4 hours and the geographic areas are "several blocks."

In general, calls-for-service occur in sufficient volume that it is not very practical for the patrol supervisor to attempt to maintain precise records in terms of aggregations or counts by location or within given time frames of 1- to 4-hour periods. This is a function that is better accomplished by the central analytical capabilities of a department, whether large or small. However, the patrol supervisor should insist on having this information and should assist in developing the form in which it is presented for his use.

The third major characteristic of calls-for-service that should be of concern to the patrol supervisor is the type of call. Historically, there has been a long tradition of the police as the general service agency of local government. It is not very important to challenge that historical precedent, but it is important to discuss its implications and suggest how the patrol supervisor might react when general service provisions interfere with legitimate, realizable, measureable crime impact activities. He can only do this if he has a firm grasp on what is happening, which includes a full understanding of the nature of the calls being handled by his patrol officers. In essence, the patrol supervisor must understand the pattern of use of his resources before he can begin to legitimately and realistically affect the way they are used (that is, redirect them to higher priority targets and activities).

There is a wide range in service times, depending upon the types of calls, but it can be found among most departments that the average usually range between 30 and 45 minutes. The impact of service times on the availability or use of resources cannot be overestimated. A reduction of 10 minutes service time, on the average, for a calls-for-service has a greater impact on availability of resources than does the adding of one or two patrol vehicles. A reduction in the absolute numbers of calls-for-service also has greater impact than increasing the number of vehicles. Therefore, the patrol supervisor will probably gain more in terms of resources by shortening the average time

for handling calls-for-service or by reducing their volume than by obtaining one more patrol unit. Importantly, this is the area in which the patrol supervisor probably can have the most influence in obtaining more resources.

There are two important issues the patrol supervisor must be aware of in reviewing and modifying the service times for calls-for-service. The first is that, whenever pressure is put on patrol officers to reduce the amount of time they spend on calls, there is potential for reducing effectiveness, and this should be weighed very carefully. The second is that, with the changing role of patrol officers in which they conduct more thorough preliminary investigations, there will probably be an increase in service times of calls-for-service dealing with crimes. Therefore, the supervisor must review the various types of service and investigative activities in which his patrol officers are engaged so that nonproductive expenditures of time can be minimized and productive expenditures of time maximized in areas such as emergency services, dispute situations, and crime investigations.

There are several ways in which the patrol supervisor can accomplish this. First, he should work to bring about a reassessment of the issues involved with citizen perception of appropriate response times so that he has more flexibility in the use of his own personnel. This could be accomplished through training dispatchers to generate reasonable expectations for response on the part of citizens. Secondly,

the workload should be smoothed out by stacking calls that are not urgent and do not need immediate response. Third, calls that need no response at all should be screened out by the dispatchers. Fourth is implementation of procedures for taking reports at the station for noncriminal or minor crime calls.

Finally, the supervisor should not set arbitrary time limits on handling calls-for-service. The officers should be given guidelines on what should be accomplished on the different types of calls, and the supervisor should follow up to see if they are accomplishing it. If necessary, provide further clarification and training. For example, barking dog or other nuisance calls should normally require just a few minutes to handle properly, whereas a family disturbance call can take an hour or more for effective handling. The best guide the supervisor has for review of the quality of handling calls-for-service is whether repeat calls are needed on the same problem. When repeat calls occur, it is time to determine whether the action being taken by the patrol officer is appropriate. It is possible that the situation cannot be corrected through the normal procedures. When that is true, the supervisor should guide the officer in determining the appropriate course of action, such as issuance of a citation, obtaining assistance from other community service agencies (mental health clinic, etc.), arresting the troublemaker, or even deciding that future calls will be responded to merely to be certain that the situation has not become more serious but without the expectation of resolving the problem.

Implementation of these alternatives requires the patrol supervisor's full participation in setting priorities geared to serving the basic needs of the community.

4.3.2 Queueing

Certainly, no one would expect the patrol supervisor to become a statistician or mathematician and be overly concerned with such things as the mathematical interaction of calls. However, a brief explanation is provided so that there can be a better understanding of what happens when different call characteristics are changed (i.e., volumes, lengths of service, or units available for servicing calls).

Queueing is the process of lining up or arriving for service. A queue is a line. A typical queue situation is the group of lines of customers at the checkout counters in a supermarket. A characteristic of handling these lines of customers is that it will take on the average a certain amount of time to checkout each customer and the customers will arrive with some predictability. This predictability involves fairly sophisticated mathematical concepts but has rather simple application. Given the predictability of arrivals and knowledge about how long it takes to handle on the average the customers that do arrive, mathematical equations have been developed to identify certain characteristics of this service process. These equations cannot tell what will happen with any specific service request or occurrence, but they can tell what will happen over a period of time, on the average,

with all service requests. This knowledge helps to provide better decisions about distribution of resources in the face of the uncertainty.

A key element in this area is the issue of probability. In simple terms, probability is the likelihood that something will happen and is usually stated as a percentage. This is like the statement of probability of rain in a weather forecast, in which there is a predicted 30-percent chance of thundershowers.

There are a number of ways in which queueing analysis can benefit the patrol supervisor. It can give the probability that all of his patrol units will be available for non-calls-for-service activities, and it can give the probability that all the patrol units will be busy and not available to handle another call or do other work. The lower the probability that all units are busy, the greater the probability that a unit will be available to answer a call as soon as the call arrives or otherwise be engaged in crime-related activities.

Some basic calculations make it possible to determine the average number of calls that may be waiting (in queue) and the average length of time that calls will wait, for a patrol unit to be available to service them. Given reliable dispatch information regarding the numbers of calls and average service times, coupled with the available patrol unit time, a patrol supervisor can know the average results of that situation. Furthermore, by the simple mathematical calcula-

tion of multiplying the time that it takes to handle calls times the number of calls expected, the supervisor will have the amount of unit time that will be spent on handling calls.

By dividing the total time spent on calls by the total available patrol time, the supervisor can determine the percentage of available time that will be spent in handling calls-for-service. By subtracting this from the total available time, he then has the time available to perform activities directed toward crime problems. It is this last measure with which he must work in directing his officers for crime prevention and related activities.

This discussion is a simplification of a rather complex situation, and the supervisor must take into account several factors. The first is that queueing analysis deals with averages and probabilities and, at any given time, the situation will differ from those averages and will not comply precisely with the probabilities. Furthermore, simply adding up the number of patrol units in the field does not necessarily provide the total available time. There are other drains on those available resources (such as various administrative duties and personal time for meals) that can reduce the total available time for each unit by as much as 2 hours on a shift. These factors should be taken into account in arriving at the best possible estimates of the resources that are available for deployment in response to the crime analysis determination of problems.

In summary, once the patrol supervisor recognizes that it is not necessary to continuously maintain traditional preventive patrol patterns or to provide an "across-the-board" rapid response to calls-for-service, two points become clear:

- A potentially significant reservoir of presently underutilized manpower and talent exists in any given patrol area.
- There is significant potential to reshape patrol into alternative -- and potentially more effective -- crime-directed strategies.

4.4 Crime Prevention

Crime prevention is the anticipation, recognition, and appraisal of crime risk, and the initiation of action to remove or reduce it. Crime prevention has been accepted as a police responsibility for decades, utilizing principally the tactic of random patrol in conspicuously marked police vehicles. This omnipresence of police was an attempt to make criminals believe that the police were present in such numbers that there was no opportunity to commit the intended crime without being caught. Nondirected random patrol has proved inadequate for several reasons. Studies have revealed that criminals may either not generally perceive the size and nature of police activity or may quickly develop ways to avoid detection by the traditional random patrol technique. Another problem is the tendency of individual officers to settle into patterns of patrol that are not random.

Review of these inadequacies of random patrol has led to new approaches to deploying patrol forces in directed patrol tactics and increasing the security level of potential crime targets. The effectiveness of these techniques is dependent on good crime analysis and planning. The supervisor should implement directed patrol strategies to increase the probability of detecting or intercepting a crime in progress and the visibility of the patrol force in the areas where the crimes are most likely to occur. Whenever crime analysis indicates that certain crime targets are unnecessarily vulnerable to criminal attack, he should initiate action to get citizens to take security precautions.

4.4.1 Conspicuous/Visible Patrol Activity

The supervisor should examine the crime analysis patterns to determine the most likely combinations of geographic areas and times of criminal activity. If possible, he should also identify the most likely crime targets within the geographic and time areas. When this information is not very precise the objective may have to be directed towards prevention or discouragement of the criminal rather than apprehension. Officers should be directed when and where to spend available preventive patrol time and what to do, according to the type of criminal activity or crime targets. The first objective is to be conspicuous so that criminals will be aware of the police presence. If the targets are commercial quick-service food stores, then the officers should be seen frequently in the vicinity of the stores. However, being seen frequently is not sufficient. The officers must make contact with the clerks and be obviously interested in the customers and other people and vehicles in the vicinity of the stores. If the targets are residential burglaries, the officers should become familiar with the residents and other regular visitors to the neighborhood so that they can spot strangers quickly. Vans and other vehicles that can be used for transporting stolen goods should be checked carefully. All of these activities are intended to make criminals aware of the police activity and to create an actual fear of being caught. The supervisor can expect to discover that these activities, if conducted within the scope of the law and department regulations and with a sense of respect for the people who are legitimately within the area but who might appear suspicious, will increase the citizens' sense of security. They will see the police as "being on the job."

An effective tool for increasing the visibility of the police is the Field Interrogation Report or Field Interview Report(FIR). Patrol commanders have been concerned about the value of such field interview techniques balanced against adverse public reaction. Aside from the obvious value of collecting information that is an important input to crime analysis, the documented interviews are expected to cause the potential criminal to have a second thought about committing a crime when he can be later identified as being near the scene of the crime.

A recent study in San Diego reportedly revealed that not only did suppressible crimes increase in selected areas when FIR activity was suspended, but no public reaction (favorable or unfavorable) was perceived when FIR activity was reinstituted in the area. However, the resumption of field interviews was associated with a significant decrease in the monthly frequency of total suppressible crimes. FIR activity appears to be an accepted police tactic on the part of the public, but even more importantly, it works for the patrol officer. The significance of this one type of conspicuous patrol activity is further substantiated by the fact that the San Diego patrol officers attributed 17-percent of their total arrests to contacts begun as field interviews. In addition to the aforementioned impact of field interrogation practices upon suppressible crimes, this would seem to validate the tactic.

Ideally, visible patrol activity can be expected to have two results. The first is a degree of suppression of crime by those who tend to be opportunists and who do not travel very far to commit their crimes. The other is a degree of displacement of crime by those who are intent on

committing it and can travel to locations where it seems safer to commit it. In this latter case, the supervisor must coordinate his plans with other beats and supervisors so that they can be watching for a change in their own crime patterns.

4.4.2 Community Security Programs

Patrol supervisors should instruct their personnel to be alert to high-crime-risk locations on their beats by noting such features as poor lighting, weak points of entry to potential crime targets, points of entry that are either concealed or located where no one would normally pass, and inaccessibility of areas to police patrol. These are all points to which officers should give special patrol attention, particularly when crime analysis identifies one or more of them as a pattern characteristic in a series of crimes.

These weaknesses frequently revealed by crime analysis, are also the focal points of community security programs. Evolving patterns of robberies of convenience stores might dictate personal contact by patrol officers to make store clerks aware of the robbers' MO and the possibility of moving cashier counters to the front of stores near store windows so that patrol officers can see transactions from the street or clerks can be notified to call regarding people who resemble descriptions provided by crime analysis. Where residential burglary patterns develop, the beat patrol officer can learn the method of entry and then notify residents of weaknesses in their security and instruct them how to better secure their homes to deter the burglar. In fact, the time formerly spent on preventive patrol without direction can be utilized with positive

direction to inspect commercial property on a systematic basis, according to the developing crime patterns as well as the individualized programs just noted. It is particularly helpful if there are ordinances geared to building security that officers can use as the basis for inspections and enforcement.

Finally, the supervisor may have the opportunity to interact with community groups that are concerned about crime security. Citizen security patrol groups can benefit from crime analysis direction in the same way as regular officers. A benefit to the supervisor is an increased willingness of the citizen's group to cooperate with the police and restrict their own activities to detection of suspicious circumstances, which would arise from a sense of legitimate involvement in dealing with crime problems. Another useful activity is the involvement of groups (such as scouts or fraternal service organizations) in programs like Operation ID property marking. From crime analysis information, the supervisor can identify areas where this program would be most useful and direct the activities of the assisting organization to those areas.

4.4.3 Detection and Interception

Crime prevention has been discussed from the standpoint of making decisions when the patrol supervisor has only general information about the crime patterns. As the information about patterns becomes more specific, the supervisor should be alert to the desirability of changing tactics to concentrate on detection of crimes in progress and interception of the criminal either in the act of committing the crime or while fleeing

from the scene. Obviously, this is not a matter of either/or decision-making. Officers patrolling general crime patterns will always be alert to catching a criminal in the act of committing a crime. It is a matter of degree of certainty of knowing when and where the criminal will strike next, or who the criminal is. The supervisor should be conscious of the response time factor in interception. He should place officers close to targets with a high probability of being victimized. However, as the number of potential targets increases or the distance between targets covered by a single patrol unit increases, the potential response time to a crime-in-progress will increase. As response times increase over just a few seconds, the probability of apprehending the criminal rapidly decreases. Ability to blend into the neighborhood and easy access to expressways facilitate the escape of criminals. Successful security tactics, such as making it harder to commit burglaries, will tend to create a condition that requires burglars and other thieves to spend more time or make more noise, thereby increasing the chance of detecting the crime and intercepting the criminal. Alarms will also help to reduce response time. Selective use of silent alarms installed by police units themselves, coupled with increased patrol in the vicinity of the alarmed buildings, will increase the chance of apprehension. This is a useful strategy when it has been determined by crime analysis that the locations have a high probability of being victimized.

Other notable strategies employed in detection/interception are special methods of keeping response time low, hopefully to zero. Surveillance and stakeouts should be used whenever, in the supervisor's judgement,

there is a particularly good chance of catching a criminal. He need not have ideal information to decide to set up surveillance, but he should balance the cost of committing the resources to the surveillance against the probable payoff in terms of arrest. MO information is useful in deciding whether stakeouts should be used. If residential burglaries are committed against homes where the occupants are absent while on vacation, or attending publicized funerals, then the supervisor can select potential targets with relative ease. Sometimes, the MO will point to unique targets and specific times. In these cases, stakeouts can be very productive.

No clear-cut guidelines have been developed to assist universally in the decisionmaking process involved. Availability of resources, geographic limitations, physical layouts, and a multitude of other factors must be considered. Drug addicts robbing drug stores to acquire narcotics present totally different kinds of problems than do burglars who attack safes in supermarkets. Escape routes or hostage-taking risks may have to be considered in the planning process before decisions are made. Much information is available from crime analysis to assist the patrol supervisor in making such serious decisions. Suspect information, MOs, and past trends (all helpful to the supervisor) are readily available from the crime analyst.

Decoy operations are the ultimate in the stakeout sequence in that the police actually create potential crime targets. Many career criminals select elderly or infirm persons as targets to reduce the chance of

resistance or identification. The police officer can masquerade as elderly -- or often as inebriated -- persons in locations where these crimes recur consistently in response to the enticing targets. The decoy squad -- armed with information on times, places, methods, and suspects -- can effectively reduce the street crimes most feared by citizens without placing potential victims in jeopardy.

Officers disguised as cab drivers, derelicts, and elderly or even attractive women are effective when properly assigned and backed up by cover officers who move in when a crime is attempted. Decoy squads are obviously expensive as a tactic to combat specific crimes, so it is imperative that their planning be conducted with as much information as possible on hand to maximize the effectiveness of the plan while minimizing the danger to the decoy officers involved. The danger of decoy officers being assaulted by assailants before cover officers can assist is always present. In addition, decoy officers have been assaulted by well-meaning citizens or even other patrol officers who were not aware of the decoy officer's identity. Moreover, the risk of increasing numbers of dead criminals instead of arrests is always prevalent under decoy conditions.

4.5 Preliminary Investigations

In the preliminary investigation,* the officer gathers the information that is entered onto the Offense Report. A properly conducted preliminary investigation is the single most important action taken by police in solving crimes. Crime scenes are fragile, and evidence and memories fade rapidly. Witnesses may be transient and go on their way if not located quickly.

Investigating officers must obtain descriptions of suspects quickly so they can be broadcast to other officers patrolling possible escape routes. In most cases, the information collected by the original investigating officer is all that will ever be available for crime analysis use. The patrol supervisor, acting within departmental policy and procedure guidelines, should direct the efforts of his officers at major crime scenes. If the nature of the crime, location, and time of occurrence indicate a good possibility that someone in the neighborhood may have seen the criminals, then he should have the officers conduct a canvass of the area. Often, diligent preliminary investigative work will lead directly to a suspect who might otherwise escape notice, such as would happen if a suspect secreted himself nearby waiting for the police to leave. Another important activity includes giving assistance to the victim, such as medical treatment or counseling for rape victims.

*The exact responsibilities of patrol officers and detectives in handling investigations will vary by type of crime and from department to department. "Investigating officer" can apply to either a patrol officer or detective.

Recent thinking about investigations has resulted in defining a greater role for the preliminary investigation in identifying the value of followup investigations for each case. The officer who responds to the original call is expected to spend sufficient time and record *all* available information during the preliminary investigation to enable him to decide whether there is any reason for a detective to followup on the case. The patrol officer accomplishes this by scoring the report according to the availability and quality of the information he has recorded. If there is very little information available, and very little probability that additional useful information can be acquired during the followup investigation, the patrol officer then recommends that it be held in a suspense file. These cases are reactivated only if additional information becomes available through other sources (for example, informants, suspects' statements, property recovered in connection with other cases).

One such scoring list of solvability factors is shown in Table 4-1. The patrol officer indicates that information is not available by circling None. If the information is available, then he indicates the quality or value of that information by circling Poor, Fair, Good, or Excellent. Guidelines must be worked out by each department for applying the subjective assessment of the overall quality of the combined solvability factors in deciding whether the case should receive early suspension or followup investigation.

The relationship of the solvability factors to all of the preceding discussion about crime analysis should, by this time, be obvious. The questions about solvability closely parallel the questions asked during

TABLE 4-1

Solvability Factors

<u>None</u>	<u>Poor</u>	<u>Fair</u>	<u>Good</u>	<u>Excellent</u>	
N	P	F	G	E	Is there a witness?
N	P	F	G	E	Is there a suspect named?
N	P	F	G	E	Is a suspect known?
N	P	F	G	E	Is a suspect described?
N	P	F	G	E	Can a suspect be identified?
N	P	F	G	E	Can a suspect vehicle be identified?
N	P	F	G	E	Is there a distinguishable MO?
N	P	F	G	E	Is a pattern present?
N	P	F	G	E	Is stolen property traceable?
N	P	F	G	E	Is physical evidence present?

the analysis process. Particular note should be made of the question about whether the crime fits a pattern of other crimes. An officer can respond to this question only as well as he is familiar with the existing patterns. The officer must keep himself aware of the patterns, but the supervisor must also watch for pattern relationships when reviewing the reports. Both should ask themselves whether the time of the crime fits other occurrence time sequences by hour-of-day or day-of-week. Is the location either close to where similar crimes occurred or similar in characteristics to where other crimes occurred? Are the characteristics of the type of crime of MO similar to those of other crimes? When making such comparisons, the officer should be alert to similarities that at first may not be obvious. For instance, a series of strong-arm street robberies of newsboys and pursesnatches from elderly ladies can be the work of the same person or group. The only difference between the case might be the availability of targets. The common pattern characteristic may be the description of the suspect(s).

Patrol officers and supervisors must understand the advantages of the use of solvability factors. Every officer likes to be the one who solves a series of particularly difficult crimes and makes the arrest. Improving through use of crime analysis his capability to intercept criminals in the act of committing crimes is one way to accomplish that. Another good way is to develop investigative leads during the preliminary investigations. These investigative leads may well be composites of what the officer learns from several crimes. Officers will discover that, as they develop an awareness of solvability factors, they will

conduct more thorough preliminary investigations. Also, as they detect possible relationships of a given crime, they will be more exhaustive in following through on specific items in an attempt to acquire all possible information that would increase chances of identifying the suspects or improve their tactics for intercepting the offender at his next crime scene.

4.6 Tactical Resource File

The patrol supervisor will find it helpful to have available to him information on alternative strategies and tactics and their relative values for dealing with crime and other problems. Burglaries, robberies, and other crimes occur in areas of the city and on shifts other than his own. Supervisors responsible for those areas and shifts are routinely making the same kinds of decisions. Also, other police departments are faced with similar problems and are trying many different approaches to dealing with them, some successful and some not successful. The patrol supervisor can benefit from this information if he shares in developing the file and uses it to get ideas on how his officers can do a better job.

While the supervisor can probably only request that a library of information about what other departments are doing (such as LEAA reports) be set up, he can actively contribute to a file of alternative tactics used in his own department. He accomplishes this through the feedback process in which he gives information on the success or failure of particular methods used against particular crime problems. The type of feedback needed, which should become part of the crime analysis pattern file, is the description of the method(s) used, the result(s), and why the result(s) occurred, if possible.

As each problem is identified, the patrol deployment utilized to resolve the problem should be documented. Certain deployment

strategies can be used in more than one geographic area of the community. Therefore, the specific geographic area must be documented. The application of deployment strategies also can be limited to the time-of-day or the amount of light in the neighborhood. Depending on the crime problem and neighborhood, facts about the types of vehicles used and characteristics of patrol officers involved might also contribute to the effectiveness of the strategy. If the operation was unsuccessful and the lack of success resulted from a glaring deployment problem, this should be noted. If any element of the patrol deployment was successful due to the individual initiative of an officer or team, information on the behavior that led to success will be useful. If the deployment strategy was dependent on special equipment or special communications support, that information also is useful.

After the strategy is documented, it should be filed by type of problem and cross-filed by geographic area. Then, reference to the previously used tactics will help the supervisor to profit by past patrol actions.

5. CHANGING ROLE OF PATROL

Throughout their history, police departments have been responsible for a broad range of duties, only a small portion of which are crime-related. In the past, patrol has usually been relegated to a minor role in those crime-related activities. This has occurred despite the fact that patrol responds to all crimes and makes 85 percent of all arrests. Rather, a proliferation of special enforcement units and task forces, together with the traditional investigative units, have dealt with crime problems. The patrol officer was responsible only for the initial response to the crime scene and then customarily assumed the role of a watchman.

The 1970's have brought a marked change in the concept of the patrol force and its role in service delivery. Growing citizen concern about crime and the cost of law enforcement has brought pressure upon police departments across the Nation to become more effective and to increase the productivity of the individual officer. Improving the effectiveness and efficiency of the patrol force is now viewed as having the greatest potential for improving overall police services. With, typically, 60 to 70 percent of sworn personnel assigned to patrol, which thus encompasses the greatest share of the total departmental budget, patrol officers can certainly do more at the crime scene than report on who made the complaint and why.

Towards this overall goal of enhancing the role of the patrol officer in combatting crime, LEAA has instituted a number of programs.

Some of these have furnished higher educational opportunities, together with mandatory training, for police officers at all levels in the department. In recent years, police programs have been focused on enhancing the role of the patrol officer and improving the analysis and planning functions that guide his deployment. Studies have demonstrated that, as the first policeman on the scene, the patrol officer can most effectively undertake the preliminary investigation of a crime, interviewing the victim(s) and any witnesses, and completing the Offense Report. He is often, then, in the best position to undertake the followup investigation.

Through the Integrated Criminal Apprehension Program, LEAA is now supporting projects in police departments to use the products of a formal crime analysis function to aid the patrol supervisor in a more structured method of managing the work of his officers on the street. It can be anticipated that continuing efforts under the LEAA program to structure the planning and management of his resources will further enhance the patrol supervisor's role, as well as that of the individual patrol officer.

It must be emphasized that neither crime analysis nor the planning of patrol activities is new. What is new is the formal application of their use in the department. The benefits to the department, to the supervisor, and to the individual officer of their implementation are not tied to a single program and thus are not transitory. They are, in fact, receiving international attention as the major advancement in police methods of recent years.

END