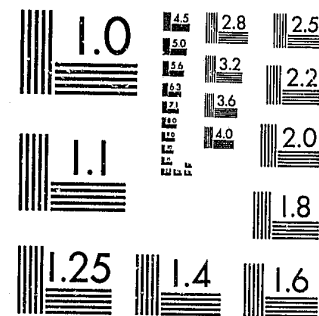


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CENTER FOR URBAN RESEARCH AND SERVICE
OLD DOMINION UNIVERSITY
NORFOLK, VIRGINIA

The Executive Summaries of the

COMPREHENSIVE EVALUATION OF PHASE I OF THE
VIRGINIA BEACH, VIRGINIA POLICE DEPARTMENT'S
INTEGRATED CRIMINAL APPREHENSION PROGRAM

Author

WOLFGANG PINDUR, Ph.D., PRINCIPAL INVESTIGATOR

Final Report

Prepared for the
VIRGINIA BEACH POLICE DEPARTMENT
City of Virginia Beach, Virginia

Submitted by the
Old Dominion University Research Foundation
P. O. Box 6369
Norfolk, Virginia 23508

May 1980

Prepared under contract LEAA 78-DF-AX-0195

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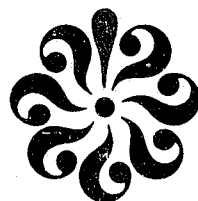
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INTRODUCTION

Report Format

The final evaluation report for Phase I of ICAP in the City of Virginia Beach is, with exception of the overall summary and the February, 1980 survey of departmental personnel, a collection of reports presented throughout the evaluation period. The reports relating to crime analysis have been discussed with the ICAP staff and the crime analysts. The findings of the various reports and the recommendations were presented by the principal investigator to the command staff and the ICAP staff throughout the operation of Phase I of ICAP.

The reader of this report should keep in mind that a written report can only present the program at one point in time. Many units of the Virginia Beach Police Department initiated program changes as a result of discussions with the principal investigator.

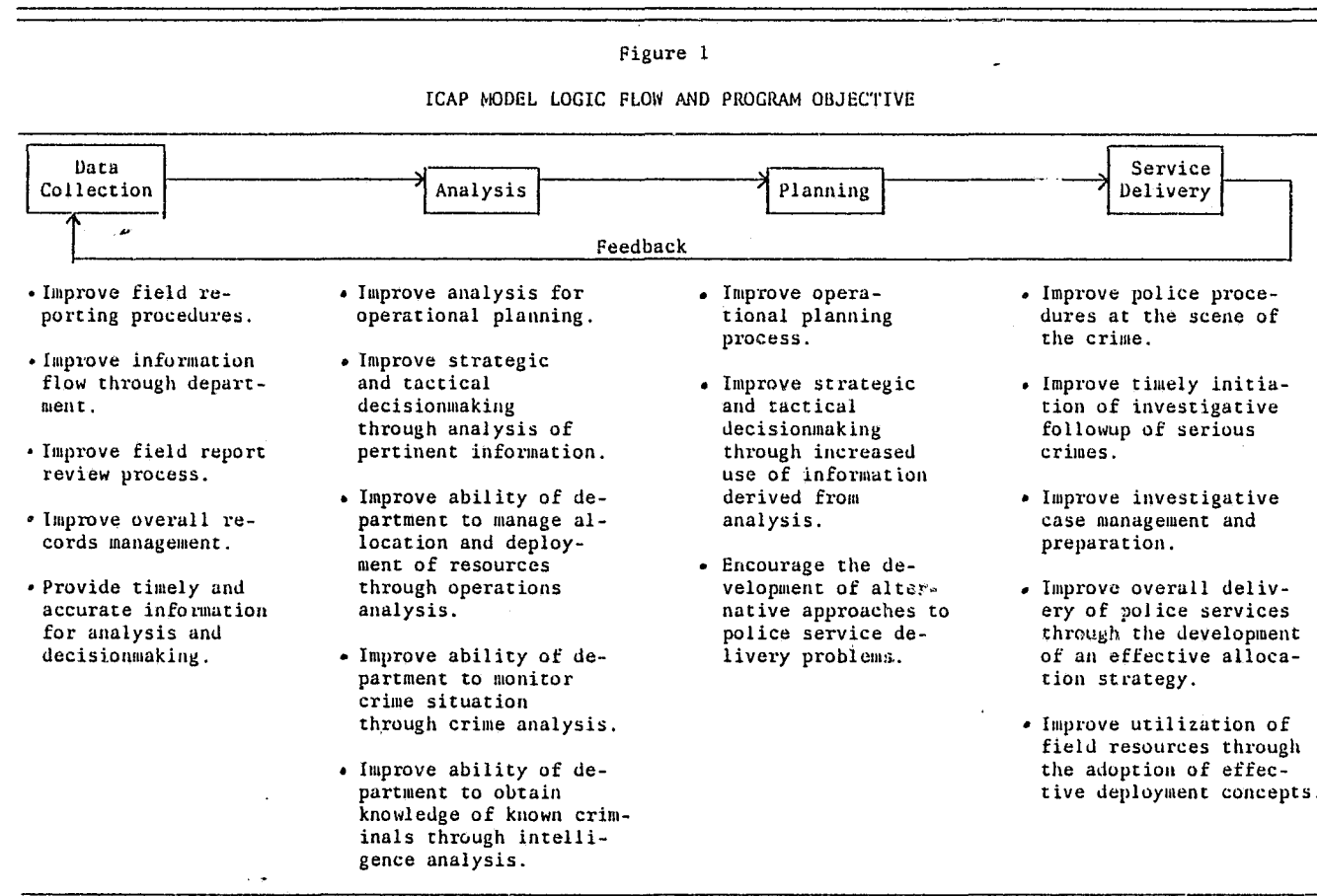
The ICAP Model

In October 1978, the Virginia Beach Police Department received a grant from the Law Enforcement Assistance Administration (LEAA) to initiate the Phase I of the Integrated Criminal Apprehension Program (ICAP). The Integrated Criminal Apprehension Program focuses on building a structural approach to the management and integration of police services. It is based upon a decision making model which links the functions of data collection, analysis, planning, and service delivery. The decision model is based on program components such as Crime Analysis Unit operations, managing patrol operations, managing investigations, and identifying,

I. INTRODUCTION

apprehending and convicting serious habitual offenders. The implementation of an ICAP project requires the department to engage in formal planning in order to make decisions based on empirical information.

Figure 1, presented below, illustrates the complexity of the ICAP model.



ICAP in Virginia Beach

Virginia Beach Police Department implemented Phase I of the ICAP project to upgrade its patrol system, mount a more concerted attack of serious crimes and crimes committed by repeat offenders, and heighten citizen satisfaction with the Department and the services it renders.

The first phase ICAP efforts (October 1, 1978 to April 30, 1980) resulted in the following outcomes:

1. Improved patrol resource management;
2. Expansion of the patrol officer's role;
3. Implementation of a Crime Analysis Unit;
4. Initiation of a Planned Patrol Program;
5. Development of a Steering Committee to participate in program monitoring and implementation;
6. Personnel development through orientation to ICAP components and training in ICAP-related skills; and
7. Initiation of a Major Offender/Career Criminal emphasis linked to the prosecutor's Major Offender Bureau.

Evaluation Approach

The first phase of the Virginia Beach ICAP evaluation focused on delineating and clarifying the program's goals. In order to accomplish this task, meetings were held with the ICAP staff and the management of the Virginia Beach Police Department.

A formative evaluation was conducted. This type of evaluation requires that the evaluator work to provide the program planners and staff with the information they need to adjust the program to their particular needs and to their particular setting. During the developmental stages of a program, the program directors must be given the opportunity to implement the program properly, to revise the program and to determine through the method of trial and error how to best provide a direction for the program.

The formative evaluator, therefore, must become involved in the program. The evaluator must work closely with the program managers to tell them how the program looks and what progress is being made. The

evaluator helps the program manager to develop the program to be as effective as possible in meeting its goals.

The formative evaluation approach can be contrasted with a summative evaluation. The summative evaluator works with mature programs and does not get involved with the program beyond the point of making measurements. It was decided through consultation with the program staff that a summative evaluation would not be appropriate for Phase I of the Virginia Beach ICAP program.

ICAP Evaluation and Its Utilization

The Center for Urban Research and Service, Old Dominion University, conducted the on-going evaluation of the first phase of the Integrated Criminal Apprehension Program of the Virginia Beach Police Department. Since the impact of changes in the police procedure are not fully evident during the first year of the program, a substantial part of the first year evaluation activity involved the collection of baseline data. The information collected through department and citizen surveys, analysis of police department records and on-site observations were used by the Police Department to guide program management.

The ICAP evaluation began with the police officers' survey to determine the organizational climate and the job satisfaction level of the police personnel. The results of this survey served as an impetus for initiating changes necessary to implement the ICAP process. Along with providing baseline data for future use in evaluating program progress, the results pointed to the need to eliminate blockages to communication flow. As a result, the Steering Committee was expanded to include a broader range of representation so that it was capable of a more thorough,

objective review of issues relating to ICAP implementation.

Three citizen surveys were conducted which generated useful information on citizen satisfaction with the services rendered by the Virginia Beach Police Department particularly with the newly introduced Telephone Reporting system. These surveys also provided information about citizen expectations for police services. It also showed that, on lower priority calls, citizen satisfaction was not significantly reduced if those calls were not answered until thirty minutes after they were received. These findings paved the way for study of a call stacking procedure for low priority calls. The surveys also pointed a need for an organized effort to train officers to deliver crime prevention services.

At the close of the program year, a detailed follow-up survey of Police Officers' Job Satisfaction and Organizational Climate was conducted. This survey enabled the evaluators to assess the impact of departmental changes which resulted from the implementation of ICAP.

Other studies included an analysis of the data collection process by evaluating the completeness and accuracy of the information recorded in the offense reports, an evaluation of the various operations of the crime analysis unit, and a review of the Major Offender Unit.

Methods of Data Collection

The data were collected by a variety of means including:

1. Analysis of police department records such as offense reports, supplemental reports and crime analysis bulletins;
2. Surveys of Virginia Beach residents, surveys of citizens who requested service by police officers, and surveys of police personnel;
3. On-site observations of the Crime Analysis Units;

4. Individual meetings with police personnel at all levels of the organization; and

5. Review of steering committee minutes and recommendations, consultant reports and internal documents.

Limitations of the Evaluation

Evaluation research, like all other types of research, contains certain inherent limitations which must be recognized by individuals using the data obtained.

1. Not all data are available in a form which is useful for evaluation purposes. For example, it was decided to match up the crime analysis bulletins with the Patrol Plans submitted by the precincts in order to determine the specific patrol reactions to crime analysis information. However, this project could not be completed since the Patrol Plans do not specify the reasons for their initiation.

2. Evaluation of an ongoing program like ICAP is a continuous process. Any evaluation report only shows the program at a certain point in time, despite all efforts to update the data obtained. The ICAP project is constantly changing, and, therefore, the evaluation approach must be very flexible and also constantly changing.

3. The question of how large an effect is needed to show success is difficult to answer. A project-level evaluation requires that the evaluator make judgments about whether or not the net outcome from the program has been in a positive direction or in a negative direction. Program success represents an informed judgment based on the best data available.

II. OVERALL SUMMARY OF FIRST YEAR EVALUATION OF THE
VIRGINIA BEACH POLICE DEPARTMENT INTEGRATED
CRIMINAL APPREHENSION PROGRAM

OVERALL SUMMARY OF THE FIRST YEAR EVALUATION
OF THE
VIRGINIA BEACH POLICE DEPARTMENT'S
INTEGRATED CRIMINAL APPREHENSION PROGRAM

This section presents the summary of all the reports submitted to the Virginia Beach Police Department as part of the evaluation of their Integrated Criminal Apprehension Program. For more detailed analysis and discussion of the findings refer to individual reports presented later in the report.

POLICE OFFICER SURVEY, APRIL 1979

Executive Summary

This report presents the findings of a general job satisfaction survey which was conducted in March, 1979. The purpose of this report is to gather information about the job satisfaction of personnel within the Virginia Beach Police Department. It is anticipated that the survey results will assist the program staff in implementing Phase I of ICAP.

Most officers are gaining personal satisfaction from their jobs and would like to remain in their present occupations. The attitudes toward immediate supervisors (usually sergeants) are generally positive.

The majority of officers were negative in their opinions in the areas of openness to change in the department, the selection of qualified people for positions, the opportunity to advance one's skills, and in the importance of belonging to cliques in order to advance within the department. Most officers indicated that command individuals at the rank of Lieutenant or above do not communicate decisions in a consistent and

systematic manner. Most officers believe that problems exist with the department's personnel policies and the current personnel evaluation form. The majority of officers indicated that many work tasks are accomplished without any real sense of satisfaction or accomplishment. Most officers indicated a high degree of dissatisfaction with specialized training.

Patrol duty, in comparison with other assignments, is ranked fairly positively in terms of its contact with the public. At the same time, patrol duty is ranked much worse in terms of promotion opportunities and pay and benefits. The lowest priority given by patrol duty is in the category, "recognition by the department." This is particularly important to ICAP, which has the stated purpose of enhancing the image of patrol.

Some problems in job satisfaction exist. Some of the factors internal to the department which affect these problems are communication, involvement in decision-making, and knowledge of planned changes. Factors external to the department, such as pay and the general public's view of the police officer, also impact on job satisfaction.

The ranks of the respondents (management, detective, patrol) affect the level and intensity of the satisfaction or dissatisfaction. In general, management (which includes the ranks of Sergeant and above) is most positive in all work-related attitudes, and detectives are the least positive. All groups, regardless of rank, have positive attitudes toward their immediate supervisors, but negative attitudes toward the command staff.

The study indicates that assignments (Investigative, Uniformed, and SPOT Divisions) affect the level and intensity of the satisfaction or dissatisfaction regarding most of the items in the survey. Detectives exhibit more negative attitudes toward supervisors than do patrol personnel. Some officers are positive toward promotion, but detectives and patrol officers

are negative. Most of the officers indicated that training was poor. Detectives and SPOT indicate that specialized training is inadequate. Detectives indicate that they are well-informed compared to the other divisions.

Irrespective of the division, the majority of the police officers would like to remain in police work. Similarly, the majority considered their present job better than their previous work. Most of the officers would not like another occupation.

TELEPHONE REPORT UNIT USER'S SURVEY

Executive Summary

During May, 1979, the Virginia Beach Police Department's Telephone Reporting Unit (TRU) was evaluated by means of a survey of citizens who requested service from the police department. The survey was based on a random sample of 141 offense reports taken by the Telephone Reporting Unit (TRU) between February 15, 1979, and March 15, 1979. The overall purpose of the survey was to determine the levels of satisfaction of citizens who used the Telephone Reporting Unit.

The overall results of the survey are very positive. Very few citizens have problems contacting the Telephone Reporting Unit. The personnel of the unit are viewed as polite, helpful, and respectful. By far the majority (85%) of the citizen users are satisfied with having their report taken by telephone. Almost 2/3 expected follow-up action taken on their report. About 1/3 actually reported that a follow-up was made on the report. Users of the Telephone Reporting Unit rate the Virginia Beach Police Department highly. The opinion of the police remains the same after contact with the TRU. When the opinion changes, it is twice as

likely to become more favorable than less favorable.

The following recommendations are made to improve the operation of the Telephone Reporting Unit. First, care must be taken to take a report from every citizen who has an appropriate request for service. Second, additional publicity about the role of telephone reporting should be initiated in order to reduce the number of citizens who do not feel comfortable making a report by telephone. Third, the gap between citizens who expected follow-up action on their report and those who received follow-up should be reduced.

POLICE OFFICER DIRECT CONTACT SURVEY

Executive Summary

During May, 1979, a survey was conducted of Virginia Beach citizens who requested that a police officer take an offense report in person. Each of the individuals surveyed was the victim of a crime which could have been handled through the Telephone Reporting Unit. The survey was based on a random sample of 131 offense reports taken by police officers between February 15, 1979 and March 15, 1979. The overall purpose of the survey was to determine the levels of satisfaction of citizens who filed a report directly with a police officer.

The overall results of the survey are extremely positive. None of the respondents had difficulty contacting the police department. The response time expected by the citizen and the actual response time matched in most of the cases. Ninety-four percent (94%) of the citizens were satisfied with the police response time -- 86% were very satisfied. Only 3% of the citizens surveyed felt that a quicker response time would have made a difference in the outcome of the case.

Citizens were generally very satisfied with the actions of patrol officers after arrival. Citizens were satisfied with the actions taken (91%), and felt that the officer was polite (95%), helpful (85%), and respectful (96%). Citizen satisfaction with the actions taken by officers was generally in the highest satisfaction category. It is important to note that as a result of contact with an officer, citizen opinions are much more likely to change in a favorable direction than in a less favorable direction.

A comparison of citizen satisfaction with the Telephone Reporting Unit and direct contact with police officers shows that citizens are highly satisfied with both types of contact. It is very evident that citizens are extremely satisfied with their contact with Virginia Beach Police Officers.

The following recommendations are made to improve the process of police officers taking a report in person. First, care should be taken to ensure that citizens, except in unusual circumstances, are not led to expect an immediate response to the types of offenses dealt with in this study (petit larceny, destruction of property, and grand larceny). Second, it is recommended that police officers make crime prevention suggestions as part of the report taking process. Third, the police officer taking the report should inform the citizen of the action that may be taken in response to the report. This would reduce the number of citizens who could feel that the police have not taken enough action in response to the call for service. Fourth, citizens should be clearly advised about the procedures for taking follow-up action on reports.

CITIZEN ATTITUDE SURVEY

Executive Summary

During May and June, 1979, a telephone survey of a random sample of 331 Virginia Beach residents was conducted to determine the citizens' attitudes toward the police department.

The citizens surveyed responded very positively toward the Virginia Beach Police Department. The Commonwealth's Attorney Office and the courts are less positively evaluated than the police department. The majority of the citizens did not change their satisfaction level over the last year. Most citizens feel safe in their neighborhoods both during the day and at night. The majority of citizens perceive no problems in law enforcement in Virginia Beach.

The analysis of citizens' attitudes by socio-economic background indicated that black citizens are somewhat less satisfied with the police department than white citizens. Similarly, younger (age group of 30 years of age or less), lower income (annual family income of \$10,000 or less) and higher-educated (college and above) individuals were somewhat less satisfied than older, higher-income and less-educated citizens. Most of the citizens, regardless of socio-economic background, perceived no change in overall police performance and other aspects of law enforcement over the last year.

ANALYSIS OF OFFENSE REPORTS

Executive Summary

This report presents the findings of a content analysis of the offense reports (PD 18's) received by the crime analysis units during the month of July 1979. Two hundred and ninety (290) reports were evaluated to determine the completeness and accuracy of information input into the crime

analysis process.

The findings of the analysis suggest that the quality of reports needs to be improved. Officers generally report complete and accurate information in the line-entry portion of the report. However, officers are not consistently recording precise and relevant information in the HOW ATTACKED (WHERE ENTERED) and MEANS OF ATTACK entries. These entries could provide the analysts with useful information for correlating crimes with similar methods of operation.

The major quality problems are contained in the narrative portion of the report. Officers frequently omit information which they are requested to record in the Basic Report Manual. The omission of pertinent data in the narrative created a serious problem since this data serves as the crime analysts' primary source of information in detecting crime patterns.

The comparison of the officers' work copies to the computerized print-outs of the reports revealed that transcription errors do not appear to be a significant problem with the exception of misspelled names of individuals. Transcribing errors in individuals' names occurred in over 10% of the reports. These errors may be due to the officers not properly spelling all names when dictating the report.

Based on the findings of this content analysis of PD 18's, it is recommended that the PD 18 format be revised to contain more line entries so officers will be directly instructed on the report form what information should be recorded. The results suggest a need for a quality control process to ensure that accurate and complete data is being entered into the system.

CRIME ANALYSIS UNIT OPERATIONS

Executive Summary

This report is a descriptive summary of the operation of the Virginia Beach Crime Analysis Unit. The information was gathered from the discussions with the crime analysts and crime coordinator, and on-site visits to each of the Crime Analysis Units during the early part of 1980.

The report points out that each of the precinct offices tracks the following target crimes: robbery, sex crimes, commercial and residential burglary, larcenies from auto, and destruction of property. However, due to the varying characteristics of the precincts, the analysts also track crimes unique to their particular precinct.

The basic source of information to the Crime Analysis Unit is Offense Reports (PD 18's) which provide important information such as unique method of operation, suspect description, stolen property, dates, times, and location of occurrence. Another source of information is Field Interview cards, which are submitted by police officers after interviewing individuals engaged in suspicious activities or after observing suspicious activities or vehicles. Additional information sources used vary among three precincts.

The analysis tools utilized vary somewhat between precincts. Spot maps serve as the primary tool for detecting geographic patterns, "tic" sheet for comparing times and day of week of occurrences, keysort cards to check for possible suspects.

The analysts provide a variety of information. Written output consists basically of Crime Pattern Alert Bulletins and Crime Information Bulletins. The analysts also provide various information on request. These are conveyed by written memoranda as well as through verbal responses.

The major recommendations made as a result of this analysis are that the communication between the Crime Analysis Unit and Investigative Division should be improved: detectives should be encouraged to utilize fully the crime information capacity of the Crime Analysis Unit; there should be more exchange of information among the three analysts; and more feedback from the users of the Crime Analysis Unit is required.

CRIME ANALYSIS UNIT WORKLOAD STUDY

Executive Summary

During the month of January the crime analysts in the Crime Analysis Unit were requested to keep an accurate record of the time expended on various tasks. It was found that the majority of the analysts' time was expended on tasks not directly related to analysis of crime. Reviewing Offense Reports consumed the largest portion of the analysts' time. However, it must be noted that time spent on miscellaneous functions used a significant portion of the analysts' workload.

Based on these findings, several recommendations have been made suggesting ways to reduce the non-analysis-related workload. In general, the time requirements for tasks other than analysis of crime information must be lessened. One way the CAU can accomplish this task is to use the rotating patrol officers to their maximum potential, by requiring them to work within the CAU for at least 60 days.

MANAGEMENT OF CRIME ANALYSIS INFORMATION BULLETINS AND PATTERN ALERTS

Executive Summary

The purpose of this report was to evaluate the effectiveness of the patrol strategies and the validity of the projections made by the crime analysts. An attempt was made to match up Crime Analysis Bulletins and

Crime Pattern Alert Bulletins with the Patrol Plans submitted by the precincts and filed in the ICAP office. However, it was not possible to pinpoint the relationship between crime analysis outputs and patrol strategies because Patrol Plans do not indicate what provoked the development of specific strategy. Also, in some instances, no Patrol Plan could be found which was directed at crime problems cited in Pattern Alerts.

In order to avoid this problem, it is recommended that the Patrol Work Plan (PD #234) format should be modified so that the reason for initiation of the Patrol Plan can be indicated. General Order #4.02a-12.79 should be modified to require a work plan response to every Pattern Alert.

CRIME ANALYSIS UNIT SURVEY

Executive Summary

This report presents the findings of a survey of the full-time sworn officers of the Virginia Beach Police Department conducted in January 1980. The purpose of the survey was to determine police officers' perceptions about the usefulness of the Crime Analysis Unit, and to ascertain the flow, frequency, and level of communications between police officers and Crime Analysis Unit personnel.

The overall results of the survey are positive. Almost all the responding officers (98%) rate the Crime Analysis Unit's performance positively. A majority of the officers (96%) also agree that the Crime Analysis Unit performs an important function within the Virginia Beach Police Department. Most of the officers (86%) are familiar with the types of information the CAU can provide. Approximately three-fifths of the respondents contact the CAU and are contacted by crime analysts between

one to five times a month. The requested information was always provided by the CAU in most of the cases. However, it was not always provided soon enough to meet the requesting officers' needs.

Almost all of the officers in the Uniform Division (99%) feel that it is important to prepare Field Interview (FI) Cards on suspicious individuals and activities. FI cards are submitted to the CAU more frequently than any other types of information. A majority of the uniformed officers read the Crime Pattern Alert Bulletins and Information Bulletins distributed by the Crime Analysis Unit. However, in most cases, they are not always discussed during musters. Most officers also feel that information contained in CAU bulletins is useful to them in performing their duties.

The study indicates that, in general, officers in the Uniform Division are more positive toward the CAU compared to officers in the Investigative Division or the SPOT Bureau. SPOT officers are a little less familiar with the CAU's functions and use CAU information less frequently than other officers.

Officers in the Third Precinct are more positive toward the CAU than the officers in the other two precincts. They also contact the CAU more frequently for getting information and are contacted by crime analysts more frequently than the First and Second Precinct officers.

VIRGINIA BEACH POLICE DEPARTMENT
MAJOR OFFENDER UNIT

Executive Summary

The major goal of the Major Offender Unit is to improve the charging and case preparation done by the police and to link the improved program

of apprehension with the prosecution capability of the Commonwealth's Attorney office. The purpose of this report is to assess the impact and successful completion of the objectives established for the Major Offender Unit.

Major start-up delays have inhibited the successful completion of the stated objectives for the Major Offender Unit. No operating personnel were assigned to the Unit during the first nine months of the ICAP program and as of this report only one of the two investigators originally scheduled for assignment to the Major Offender Unit have begun work.

The Major Offender Unit, as currently staffed, is conducting a quality control and systematic review of case file preparation. However, further procedures must be taken before all the objectives of the Unit can be achieved. These include: immediate assignment of an additional investigator, implementation of a feedback system, establishment of a criteria for determining career criminal status and maintenance of data for future analysis of the Major Offender Unit.

VIRGINIA BEACH POLICE DEPARTMENT
POLICE OFFICER JOB SATISFACTION AND
ORGANIZATIONAL CLIMATE ANALYSIS

Executive Summary

During February of 1980 the Center for Urban Research and Service (CURS) at Old Dominion University conducted an analysis of the general job satisfaction of the full time sworn personnel of the City of Virginia Beach Police Department. A similar survey had been administered by CURS in March of 1979 and this report, in part, presents comparisons of the results obtained in both surveys. In addition to the analysis of the Virginia Beach Police Officers' general level of satisfaction with their work, specific items were included in the 1980 survey to assess the impact of the Integrated Criminal Apprehension Program (ICAP) upon the attitudes, feelings and perceptions of the Virginia Beach Police Officers.

The questionnaire employed contained 79 items and was administered during regular shift changes on February 19 and 20, 1980. The questionnaire was designed to obtain both quantitative and qualitative information. Fixed choice questions were used to collect the quantifiable data while open-ended questions were included to obtain the qualitative information. Two hundred and ninety-eight (298) of a possible 325 questionnaires were completed and returned to the evaluation team, representing a 92 percent return rate.

In general, responses to the fixed response questions by members of the Virginia Beach Police Department indicate a favorable and positive attitude toward the department. A majority of officers feel that the

department is one of the best in the country. At the same time, attitudes toward the department's openness to change and offering of chances to improve and develop skills have improved substantially.

The image of patrol duty has improved over the past year. Significant improvement was found in the opinion of personnel regarding recognition for patrol duty from the department.

Attitudes toward immediate supervisors remained relatively high in 1980 with clear majorities of officers stating that their supervisors keep well informed of general problems and are open to suggestions for change.

The frequency of communication breakdowns remained at a considerably high level since the 1979 survey. Two out of three officers responded that communication breakdowns exist. The location of the breakdowns appear to have moved upward in the chain of command.

A majority of officers still feel they are too bogged down with paperwork to do an effective job. A majority feel that they need new or better equipment to do their job effectively.

Four out of ten officers indicate that they don't have a real sense of accomplishment from their job. About the same number do not feel that they are getting ahead in the department.

The trend in levels of job satisfaction has been upward since 1979. Currently 57% of the Virginia Beach Police Officers are satisfied with their jobs. This represents an 11% net increase since the 1979 survey. Breakdowns of overall satisfaction by rank (i.e. Management, Detectives, Patrol) indicated that "management" personnel are the most satisfied with their jobs (75%) compared with 54% of the "patrolmen" and 46% of the "detectives." All three categories did exhibit increases in the overall levels of satisfaction from 1979 to 1980.

The 1980 survey contained a series of questions asked only of Uniform Patrol and Criminal Investigation Divisions. The results show that the uniformed patrol officers have strongly positive attitudes towards preliminary investigations. The majority feel familiar with what constitutes a good preliminary investigation, and think that patrol officers should conduct more preliminary investigations. A smaller percentage (but still a majority) of detectives agree that patrol officers are conducting good preliminary investigations.

Three-quarters of all uniformed patrol officers feel qualified to conduct good follow-up investigations, while only half of the criminal investigation officers feel that patrol officers are qualified to conduct good follow-up investigations.

A majority of both patrol and criminal investigation officers have strongly positive attitudes towards the Crime Analysis Unit.

Only two-fifths of the criminal investigation officers agree that the command staff understands what is needed to do an effective job.

Most of the uniformed patrol officers feel strongly positive about the effectiveness of the telephone reporting unit and planned patrol. Most of them provide information to the Crime Prevention Office, fill out field interview cards, and provide citizens with crime prevention tips.

Responses to questions dealing with satisfaction, attitudes, and opinions of the respondents were reported by their rank. An analysis was made comparing 1980 to 1979 responses. A significant increase was noted among patrol officers who feel that the department is open to change. A significantly smaller percentage of management responded in

1980 that belonging to cliques helps job advancement than did in the 1979 survey.

Management and patrol officers show consistently positive attitudes towards their supervision, while detectives displayed significantly more negative attitudes towards supervision.

Detectives and patrol officers were consistently negative towards the command staff, while management was significantly more positive towards the command staff in 1980 than it was in 1979.

There has been a shift from 1979 to 1980 in officers' attitudes towards paperwork. In 1979, most detectives felt too bogged down with paperwork, but by 1980 the percentage of detectives who felt too bogged down showed a net decrease of 12%. In contrast, the percentage of patrol officers who felt too bogged down with paperwork resulted in a net increase of 25%.

In 1980, fewer percentages of officers in all ranks felt that they needed new or better equipment to do their jobs and that they didn't have enough time to deal with criminal activities than in 1979.

Overall job satisfaction has increased in all ranks from 1979 to 1980, most significantly among management. Management shows the highest overall job satisfaction, followed by patrol officers. Detectives show the least satisfaction.

Among the three ranks, managers are getting the most self-satisfaction from their jobs, and detectives are getting the least. There is a significant increase in percentages among all three ranks of officers who feel that their salary directly influences the quality of their work. The increase was particularly strong among the detectives.

When the responses of uniform patrol officers were broken down by precinct, it was found that most officers in all three precincts feel that the department is one of the best in the country. However, only in the Second precinct did a majority of officers feel that the department was open to suggestions for change. Of the three precincts, the Second has shown the most improvement in attitudes towards the department.

The majority of officers in all three precincts feel positive towards their immediate supervisors and negative towards the command staff. Both the Second and the Third precincts show improvement in attitudes towards the command staff from 1979 to 1980.

There is a significant increase in the percentage of officers in each precinct who feel too bogged down with paperwork. The majority of officers also feel that they don't have enough time to deal with criminal activities.

The percentage of officers who lack self-satisfaction appears to be the highest in the First precinct. Self-satisfaction has improved the most for the Second precinct.

A strong correlation was found between familiarity with ICAP and positive attitudes towards the ICAP program. In general, the more familiar the respondent is with ICAP, the more likely he is to feel that ICAP has a positive effect on the department, that his relations with supervisors have improved since ICAP, and that his communications with other officers are better since ICAP. The respondents who are most familiar with ICAP are also most likely to feel increased satisfaction with their work since ICAP, and to feel that the use of data in decision making has improved since ICAP.

A comparison, by precinct, of 1979 and 1980 responses to questions concerning officers' opinions and satisfaction revealed that, overall, the Second and Third precincts show significantly more positive attitudes towards the department, supervision and their jobs, while the First precinct shows very little change.

All three precincts rate the department higher this year than last, but the Second precinct shows the most significant improvement, with a 51% net increase in the percentage of officers who feel that the department is open to suggestions to change.

Although the majority of officers in all three precincts have positive attitudes towards their immediate supervisors, only the officers in the Second precinct have declined in negative attitudes towards supervision.

Officers in all three precincts still feel somewhat negative towards the command staff, but the Second and Third precincts have shown significant improvement in their attitudes.

The majority of officers in all three precincts feel that they have too much paperwork and that they don't have enough time to deal with criminal activities. A comparison of 1979 and 1980 responses shows an increase in all precincts of officers who stated that they have too much paperwork. However, the number of officers in the Second and Third precincts stating that they lack time to deal with criminal activities has decreased.

Officers in the Second precinct indicated they are getting more self-satisfaction from their job, while they are also the most likely to feel that their salary directly influences their job performance.

According to the results of the job description index (by rank), the majority of patrol officers and management remain positive towards supervision. The majority of detectives displayed negative attitudes towards supervision in 1980 and this figure was significantly higher than in 1979. The attitude of the majority of detectives and patrol officers has remained negative towards pay, while managements responses were more positive towards pay this year than last year.

The qualitative data from the open-ended questions, presented in section VI of this report, present an interesting contrast to the quantitative (fixed choice) data. In general, officers who responded to the open-ended questions feel very dissatisfied with the upper level management of the Virginia Beach Police Department.

Other areas of the department which were strongly criticized were the dispatch system, the current shift schedule, communication among top supervisory personnel and the lack of training available.

Since many of these areas were not directly addressed in either the 1979 or 1980 survey, it is strongly recommended that readers of this report carefully review the verbatim responses presented in this report. The contexts of these responses are clear indicators of problem areas that exist within the Virginia Beach Police Department which should be further studied and analyzed in any subsequent surveys conducted.

END