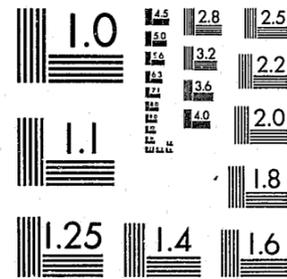


National Criminal Justice Reference Service



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

Date Filmed

3/27/81

75211



U.S. DEPARTMENT OF JUSTICE

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

DISCRETIONARY GRANT

PROGRESS REPORT

GRANTEE Missouri Council on Criminal Justice	LEAA GRANT NO. 78-DF-AX-0113	DATE OF REPORT May 1, 1980	REPORT NO. 6 <i>6/2/80</i>
IMPLEMENTING SUBGRANTEE Springfield Police Department 321 E. Chestnut Expressway Springfield, Missouri 65802 (417-864-1700)	TYPE OF REPORT REGULAR <input type="checkbox"/> SPECIAL REQUEST <input type="checkbox"/> FINAL REPORT <input checked="" type="checkbox"/>		
SHORT TITLE OF PROJECT Integrated Criminal Apprehension Program	GRANT AMOUNT \$281,313		
REPORT IS SUBMITTED FOR THE PERIOD January 1, 1980	THROUGH February 29, 1980		
SIGNATURE OF PROJECT DIRECTOR <i>Ira Copeland</i>	TYPED NAME & TITLE OF PROJECT DIRECTOR Lieutenant Ira Copeland		
AMOUNT OF GRANT MONIES EXPENDED TO DATE \$290,136.45	EXPECTED GRANT END DATE February 29, 1980		
NAME, ADDRESS, TEL # OF LOCAL EVALUATOR Mr. Rick Valdez 314-231-7700 Ernst & Whinney, 10 Broadway, St. Louis, Mo. 63102			

SECTION 1: GENERAL DEPARTMENT INFORMATION

1.1 CRIME STATISTICS

Provide the following data for Part I offenses for the current report quarter (as reported in the Uniform Crime Reports).

January and February 1980

TYPE	ACTUAL OR KNOWN OFFENSES	OFFENSES CLEARED	ARRESTS
MURDER	1	0	1
FORCIBLE RAPE	9	5	9
ROBBERY	22	5	8
AGGRAVATED ASSAULT	53	30	13
BURGLARY	428	57	68
LARCENY-THEFT	1,153	173	194
MOTOR VEHICLE THEFT	77	12	9
TOTAL PART I CRIMES	1,743	282	302

1.2 PERSONNEL ACTIVITY

(for Patrol Personnel)

Number of Sick Days (Patrol only)	202
Number of Injury Days (Patrol Only)	0
Number of Requests for Transfer from Patrol to Other Units	2
Number of Requests for Transfer from Other Units to Patrol	2

1.3 MANPOWER ALLOCATION

Please indicate the numbers of sworn personnel assigned to major department divisions and total sworn personnel. (Has this changed since the last report period? Yes  No  If there has been no change proceed to question 1.4).

Patrol	_____
Investigations	_____
Crime Prevention	_____
Special Operating or Tactical Units	_____
Traffic	_____
Other	_____
Total Sworn Personnel	_____

1.4 ORGANIZATIONAL CHANGES

Please describe changes in key personnel or organization (chief, program director, manager, crime analyst or overall organizational structure). Further, describe significant changes in city administration. Indicate the time frames involved, the impact of the changes on department operations and ICAP implementation.

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SECTION 2: MAJOR ICAP COMPONENTS

2.1 CRIME ANALYSIS -- PROCESS AND OUTPUT

2.1.1 Indicate files maintained and/or utilized by crime analysis.

"Files maintained" include those for which the crime analysis unit is responsible for input and editing of data/materials. "Files utilized" include those files used by the unit for purposes of data collection and analysis. The unit may use certain files without maintaining the file. (Has this changed during the report period?

Yes  No

If no, proceed to question 2.1.2. If yes, please indicate all files now maintained or utilized by crime analysis. Do Not indicate only the additions or deletions.)

FILE	MAINTAINED BY CRIME ANALYSIS	USED BY CRIME ANALYSIS
OFFENSE REPORTS	<input type="checkbox"/>	<input type="checkbox"/>
NON-CRIMINAL INCIDENT REPORTS	<input type="checkbox"/>	<input type="checkbox"/>
SUPPLEMENTAL REPORTS	<input type="checkbox"/>	<input type="checkbox"/>
ARREST REPORTS	<input type="checkbox"/>	<input type="checkbox"/>
CAREER CRIMINAL FILES	<input type="checkbox"/>	<input type="checkbox"/>
SUSPECT FILES	<input type="checkbox"/>	<input type="checkbox"/>
SUSPECT VEHICLE FILES	<input type="checkbox"/>	<input type="checkbox"/>
FIELD INTERROGATION FILES	<input type="checkbox"/>	<input type="checkbox"/>
WANTED PERSONS REPORTS	<input type="checkbox"/>	<input type="checkbox"/>
PHYSICAL CHARACTERISTICS FILE	<input type="checkbox"/>	<input type="checkbox"/>
PROPERTY FILE	<input type="checkbox"/>	<input type="checkbox"/>
OTHERS _____	<input type="checkbox"/>	<input type="checkbox"/>
_____		

2.1.2 Indicate use by the crime analysis unit of other files maintained by the Data Processing Division or other department units, e.g., a property file maintained by Investigations, on-line warrant files, etc. (Has this changed during the report period? Yes  - No   
 If no, please proceed to question 2.1.3. If yes, list all files now used; do not note just the deletions or additions).

MAINTAINING UNIT/DIVISION	FILE

2.1.3 Indicate crime analysis products, the frequency of their distribution (monthly, weekly, daily, as needed) and to whom they are distributed (patrol commanders and officers, investigations, crime prevention unit, etc.). (Has this changed during the report period? Yes  No   
 If no, please proceed to question 2.2.1. If yes, please complete for all items.)

CHECK HERE, IF APPROPRIATE	PRODUCTS	FREQUENCY (E.G., DAILY, WEEKLY, ETC.)	DISTRIBUTION (PATROL, INVESTIGATIONS, CRIME PREVENTION)
	INFORMATION BULLETINS		
	CRIME ANALYSIS RECAPS		
	CRIME SUMMARIES		
	PATROL OPERATIONS BULLETINS		
	CRIME SPECIFIC MEMORANDA		
	CAREER CRIMINAL BULLETINS		
	OTHERS:		

2.2 CRIME ANALYSIS -- ACCEPTANCE AND UTILIZATION

2.2.1 Indicate the number and source of special requests for crime analysis information. (Sources, for example, include Patrol, Investigations Division, Crime Prevention Unit, Administration, Tactical Unit, etc. Also note requests from outside agencies.)

REQUESTING DIVISION/OUTSIDE AGENCY	NO. OF REQUESTS
See Attachment	
TOTAL REQUESTS FOR THE QUARTER	109

2.2.2 Indicate the number of responses made to special requests this quarter. The number of responses includes responses to "new requests" received this quarter and any responses made in the current report period to a request which was received in a prior quarter. Total responses within the quarter are sought.

TOTAL RESPONSES FOR THE QUARTER 109

2.2.3 Have crime analysis products directly supported (i.e., provided the basis for) any tactics or strategies initiated during this quarter? Provide specific examples for each area listed below. Where data is available, quantify those responses (e.g., "X" stake-outs conducted based on tactical information provided by crime analysis).

CRIME PREVENTION ACTIVITIES: YES  NO

IF YES, PROVIDE AN EXAMPLE 2 - Summaries of crime problems to be issued to news media by crime analysis

TACTICAL/SPECIAL OPERATING UNIT ACTIVITIES: YES  NO

EXAMPLE(S) 3 stakeouts on pharmacies based on tactical information provided by Crime Analysis

2.3.3 Proportion of CFS by Time. Please indicate the percent of CFS the department receives by time of day. Frequently departments breakout CFS by 8 hr blocks. The grid below provides space to note the times of day for three eight hour blocks and the percent of calls received within those blocks. Other departments have a more refined breakdown of CFS by time (e.g., by the hour). Please provide the most refined data available. Attach additional sheets (or add to the grid) as required.

TIME OF DAY	% OF CFS
7 am - 3 pm	33.0
3 pm - 11 pm	42.7
11 pm - 3 pm	24.2

2.3.4 Does the department have a formal policy for:

PRIORITIZING CFS      YES       NO

STACKING CALLS      YES       NO

With the first submission of this report form please attach formal department policy/criteria for prioritizing and stacking calls. For all other submissions, attach only revisions.

Note: Proposed prioritization policy is included

2.3.5 Patrol Manhours

Indicate the proportion of patrol hours consumed by:

	% OF TIME
Calls for Service	31.6%
Officer Initiated Activity	10.4%
Personal & Administrative Activities	18.7%
Other (SPECIFY) <u>Preventative</u>	
Patrol	39.3%
Total Patrol Manhours	15,200

Indicate the basis for the percents shown and the time frame within which the data was collected (e.g., a study conducted June 1977, CAD information for the current report period, an estimate based upon a sample of dispatch and activity logs for the period October to December 1978.) Estimate based on one week sample taken each month for

Program Performance Budget (PPB). Date utilized in reports to City Council in form of PPB.

SECTION 2 MAJOR ICAP COMPONENTS

January and February 1980 only

2.2 CRIME ANALYSIS - ACCEPTANCE AND UTILIZATION

2.2.1 Requesting Division/Outside Agency

	No. of Requests
Criminal Investigation Division	45
Patrol Division	32
Records Division	8
General Public	7
Consultants	7
ICAP	3
Media	2
Traffic Division	1
Police Administration	1
Chamber of Commerce	1
Arson Squad	1
FBI	1
TOTAL	109

2.3.3 Proportion of CFS by Time (Field Units Only)\*

1st Watch			2nd Watch					
Hour	No.	%	Hour	No.	%	Hour	No.	%
0700	269	3.0	1500	522	5.8	2300	484	5.4
0800	380	4.2	1600	614	6.8	0000	464	5.1
0900	346	3.8	1700	508	5.6	0100	401	4.4
1000	378	4.2	1800	455	5.0	0200	232	3.1
1100	397	4.4	1900	422	4.7	0300	191	2.1
1200	382	4.2	2000	455	5.0	0400	147	1.6
1300	416	4.6	2100	476	5.3	0500	110	1.2
1400	412	4.6	2200	402	4.5	0600	120	1.3
TOTAL	2,980	33.0	TOTAL	3,854	42.7	TOTAL	2,199	24.2

\*Telcom handled items are not counted.

PATROL DEPLOYMENT:

YES  NO

EXAMPLE(S) 49 - Provided deployment information concerning a variety of problems in their respective area (directed deployment)

INVESTIGATIVE SUPPORT:

YES  NO

EXAMPLE(S) 1 - Provided 20 quick shops location for hidden cameras to be placed. 1 - Provided 40 additional career criminal nominations to C.C. detective/prosecutor liaison.

OTHER

YES  NO

EXAMPLE(S) \_\_\_\_\_

2.3 OPERATIONS ANALYSIS January & February 1980

2.3.1 Total number of calls for service 10,478

2.3.2 Number of calls for service handled through:

Patrol Unit dispatch	<u>7,378 items</u>
Telephone/ <del>Mail-in</del> Reports	<u>8,866</u>
Walk-in reports	_____
Community Service Officer or Civilian Aide (Telcom items)	<u>1,336 items</u>

2.3.6 Average Time per CFS 31 min.

2.4 PATROL AND INVESTIGATIONS

2.4.1 Number of patrol personnel assigned to each shift on the last day of the reporting quarter.

	TIME OF WATCHES	NO. OF PATROL PERSONNEL
FIRST WATCH	7 am - 3 pm	<u>12</u>
SECOND WATCH	3 pm - 11 pm	<u>24</u>
THIRD WATCH	11 pm - 7 am	<u>18</u>
FOURTH WATCH	-	_____

2.4.2 Indicate the number of investigations conducted during the quarter according to: January & February 1980 only

	PATROL	INVESTIGATORS
PRELIMINARY	<u>4794</u>	<u>170</u>
FOLLOW UP	<u>145</u>	<u>949</u>

Please attach written policy governing investigative case screening criteria to the first submission of this report form. Indicate changes/new policies on subsequent submissions.

2.4.3 Charging and Disposition Data

Number of felony cases presented by the department to the prosecutor's office during this report period.

Felony Cases Presented 91

Number of felony cases filed by the prosecutor during this report period. (Only for the department cases).

Felony Cases Filed 76

Number of felony convictions obtained this report period (Only for department cases).

Felony Convictions Obtained Not Available

2.5 CRIME PREVENTION ACTIVITIES

2.5.1 Number of residential and commercial surveys conducted this report quarter.

Residential	<u>38</u>
Commercial	<u>52</u>
TOTAL	<u>90</u>

2.5.2 Indicate the number/proportion of surveys conducted by:

	NUMBER	PERCENTAGE
Patrol	84	93.3%
Crime Prevention Unit	6	6.7%
Others (Specify)		

2.6 DIRECTED PATROL

The following questions apply to those departments with a directed patrol program. If not appropriate to your department, please indicate in the space provided and proceed to question 2.7

NOT APPLICABLE

2.6.1 Describe, by checking one or more of the following, and quantify the department's directed patrol activities during the quarter.

- Community Education and Organization \_\_\_\_\_
- Tactical Deployment 9
- Saturation Patrol 46
- Investigative Follow-Up 145
- Other. Please indicate \_\_\_\_\_  
Neighborhood Vacation Watch 47

2.6.2 Total number of directed patrol plans/runs prepared 247

2.6.3 Number assigned/dispatched 247

2.6.4 Number completed as scheduled 245

2.6.5 Number canceled, delayed, or interrupted 2

Optional

2.6.6 Number of hours consumed during the quarter by directed patrol 580

2.6.7 Number of arrests attributed to directed patrol activities 7

	Hours
Saturation Patrol -	414
Tactical Deployment -	166
TOTAL -	580

2.7 WARRANT SERVICE

2.7.1 Felony warrants issued in the quarter NA

2.7.2 Felony warrants served in the quarter NA

2.7.3 Felony warrants outstanding as of the last day of the report quarter NA

2.8 ICAP TRAVEL

2.8.1 Describe travel undertaken with ICAP funds -- to other departments conferences, or training sessions -- during the quarter. (Exclude attendance at ICAP cluster meeting). Indicate the individuals who made the trip, the dates and purpose. Attach to the Quarterly Report, trip reports completed by those who made the visits.

See attachment

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2.8.2 Describe visits made to your department by other ICAP departments. Indicate the visiting department individuals who made the trip, dates and general purpose (e.g., to observe crime analysis unit operations, provide technical assistance in crime analysis, etc).

None

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SECTION 3: PROJECT ACTIVITIES

This section of the report is to capture the unique activities of each ICAP department, and to document those activities in relationship to stated individual project objectives. Each agency's implementation plan and schedule will be the basis for assessing agency activities and results. This section of the report includes *Quarterly Objectives, Present Activities/Results, Problems Encountered, and Status of Implementation*. Grantees should follow the instructions provided for completing each section. Additional sheets and appendices may be attached as required.

3.1 *Quarterly Objectives*: Major implementation steps and objectives for the reporting period are to be listed. These should include all objectives for the reporting period which are included in the Project Implementation Plan.

A - To support proactive uniformed patrol forces by providing tactical manpower and field equipment.

B - Completing ICAP training for sworn officers

C - Further technological transfer/orientation travel

D - Provide tactical manpower and field equipment

E - Support uniformed patrol forces by implementing a revised procedure of performance evaluation.

3.2 *Present Quarter Activities/Results*: Provide the highlights of the report period's project activities and the results obtained. Activities should be presented in a brief format, and linked directly to the objectives listed above. Significant activities which do not directly support a specific objective may be presented under the category of "Other". Detailed appendices may be attached as deemed necessary. To the extent possible, answers should be quantified.

A - Use of lease vehicles continued for tactical patrol operations/special tactical operations.

B - Additional 30 hours of ICAP training was completed for those officers not having any Phase II training. Almost all areas covered in ICAP training have been incorporated into Basic Recruit Training and is also incorporated into all in-service training programs.

C - One additional patrol corporal certified on Identi-Kit operation, bringing total to six. Eight (8) site visits occurred in this 2-month period. (See ICAP travel.)

D - Our hidden cameras arrived and were installed in 20 potential armed robbery sites based on crime analysis data. To date no commercial armed robberies have occurred at those locations.

E - Ernst & Whinney and all department divisions developed an proposed employee evaluation and career development document. It is presently in its final draft to be reviewed and approved by Chief and City Personnel Director and Staff.

3.2 OTHER

A new records system design was proposed to the ICAP Task Force and was accepted by Chief Loveland. The records system process and procedure will be implemented during the following months. Project to be supervised by Joe Robles (see Appendix 11 ).

Dispatching procedure was modified based on workload studies provided by crime analysis. Dispatching is now split evenly. Prior to the change the patrol dispatcher sometimes had to monitor 24 cars while the traffic dispatcher had only 8. This has helped reduce the problem of stress in communications.

A new booking records and reporting system was implemented in January. The SOP 79-26 went into effect January 4, 1980, to standardize the booking records and reporting system. (See Appendix 10 ).

A five month summary was completed of the Neighbor House Watch Program which was implemented in June. This was an effort to save officers time for handling calls and follow-up investigation. (See Appendix ).

A Concept Paper for Police Prosecutor Career Criminal Unit was written to enhance our program concerning the career criminal.

A one year summary of the TEL-COM operation implemented under ICAP was completed. The evaluation illustrated the great success of Tel-Com. It illustrated that the Telcom officers handled 11.8% of all items issued by the department. First watch handled 16.9% of the total calls while second watch handled 8.1%. Estimated hours saved in the field range between 1,880 hours to 2,000 hours of patrolmen.

The most significant report enclosed is entitled Progress 80 in which recommendations concerning the Police Department Organization and Budget are discussed. This study came about through the Second and Third ICAP Police Management Workshops. (see Appendix 12 ).

3.3 *Problems Encountered:* Briefly outline the problems encountered, corrective actions planned, and changes in program objectives or schedules.

All problems in previous quarterly report were rectified in this reporting period.

3.4 *Status of Implementation:* Using the following code, indicate the level of success attained for each of the objectives listed:

- "1" reflects an objective partially attained
- "2" indicates an objective totally attained
- "0" indicates that the objective was not implemented

Additional information may be provided in explanation of the assigned rating.

OBJECTIVES AND MILESTONES

- A - To support proactive uniformed patrol forces by providing tactical manpower and field equipment. (2)
- B - Completing ICAP training for all sworn personnel (2)
- C - Further technological transfer/orientation travel. (2)
- D - Provide tactical manpower and field equipment. (2)
- E - Support uniformed patrol forces by implementing a revised procedure of performance evaluation. (2)

APPENDIX

- APPENDIX 1 - Concept Paper for Police/Prosecutor  
Career Criminal Unit
- APPENDIX 2 - Ernst & Whinney, 5th Quarter Evaluation
- APPENDIX 3 - Ernst & Whinney Employee Appraisal and Development Program
- APPENDIX 4 - Program Performance Budgeting - ICAP Components
- APPENDIX 5 - News & Leader Article (1)
- APPENDIX 6 - News & Leader Articles (2)
- APPENDIX 7 - News & Leader Articles (5) - Crime Prevention
- APPENDIX 8 - Community Outreach Police Team Monthly Summaries
- APPENDIX 9 - S.O.P. - Case Investigation by Patrol
- APPENDIX 10 - S.O.P. - Booking Records and Reporting System
- APPENDIX 11 - Proposed Records System Design
- APPENDIX 12 - Progress '80 - Staff Proposals for FY 80/81: Springfield Police  
Department
- APPENDIX 13 - Telcom Evaluation - One Year Period
- APPENDIX 14 - Patrol Crime Prevention Program - Training Day
- APPENDIX 15 - Hidden Eye Camera Locations - Recommendations

APPENDIX 1

CONCEPT PAPER FOR POLICE/PROSECUTOR

Career Criminal Unit

CA 80-0030

CONCEPT PAPER FOR  
POLICE/PROSECUTOR CAREER CRIMINAL UNIT

by

Lieutenant Ira Copeland  
ICAP Project Director

January 1980

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

A CONCEPT PAPER:  
POLICE/PROSECUTOR CAREER CRIMINAL UNIT  
SPRINGFIELD, MISSOURI  
January 1980

1. INTRODUCTION AND PURPOSE

The objective of the Comprehensive Career Criminal Program is to coordinate and integrate, at the appropriate points, a jurisdiction's police and prosecutorial resources that are specifically focused on apprehending and convicting the habitual, serious offender -- the career criminal.

LEAA has developed, and is testing and demonstrating in selected jurisdictions, including Springfield, specific, law enforcement and prosecutorial programs that, if integrated, hold the promise of substantially enhancing the apprehension and conviction rate for the career criminal.

Any program that supports the merging or integration of police and prosecutorial activities through a grant funding process, must recognize and be sensitive to the distinctly separate responsibilities assumed by a jurisdiction's law enforcement agencies and its prosecutor. No attempt should be made, albeit well intended or perhaps even inadvertent, that would programmatically require one of these agencies to take an initiative or act in an area that is clearly the responsibility of another agency, whether by law, court rule, or customary procedure. Nevertheless, the CCCP recognizes the need for, and encourages the highest degree of, interagency cooperation and combined efforts of police and prosecution in

their respective activities that are directed towards the common target, the career criminal.

When properly implemented, the CCCP will facilitate law enforcement agencies' apprehension of the career criminal through enhanced crime analysis and better managed investigations that provide timely and accurate information to the police patrol officers. Through increased training and emphasis, the identification and screening of evidence and witness(es) by police officers at a crime scene will be improved and, thereby, strengthen the case. As a result of this coordinated effort, the likelihood of convictions is also substantially increased. The prosecutor will screen felony cases to identify those that warrant the substantially enhanced prosecutorial effort. The full-time attention of an assigned assistant prosecutor will result not only in improved case preparation and presentation, but also in a strong emphasis on expediting the case at each stage of the adjudicatorial process. These combined and closely coordinated efforts will greatly increase a jurisdiction's success in dealing with and removing from society its career criminals.

2. PROBLEMS ADDRESSED

For the CCCP concept to become a working and demonstrable program requires that the criminal justice system use the resources at its disposal in a unified and concerted manner so as to increase the risks of criminal activity, particularly among career criminals. This is an especially difficult task because of the dichotomy of responsibilities and duties of the individual

criminal justice system components.

This dichotomy results, in part, from the unique environment in which the separate components operate and is aggravated by the introspective focus each must cast on the organizational hierarchies generic to his organization. Although the existing prosecutorial Career Criminal Program (CCP) requires increased cooperation with police agencies, it does not provide a specific program format for this cooperation. Even in jurisdictions that have both CCP and ICAP, formal programmatic integration may not be present. It exists, if at all, on an ad hoc basis and is left to the good personal relationships existing between police officers and assistant trial prosecutors. This interface can be programmatically institutionalized, especially as it relates to a jurisdiction's resources that focus on the career criminal, to swing the odds favorably towards the criminal justice system.

Increased police and prosecutorial cooperation, perhaps even case team work, will result in not only increased apprehensions but, more importantly, increased convictions. Results of specific experience in nine jurisdictions, as reported in Curbing the Repeat Offender: A Strategy for Prosecutors, show that more than half of all felony arrests are dropped prior to a conviction because evidence or witness strength is not sufficient to show guilt beyond a reasonable doubt. This research demonstrates that the strength of evidence and identification of key witness(es) by police officers is crucial to a felony conviction. From this, it can be assumed that a closer working relationship between the arresting officer and the trial prosecutor

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early in the process would result in increased convictions. In addition, each successful cooperative effort produces its "lessons learned" or reinforcements of productive procedures by achieving successful results.

In 1977 with phase I of ICAP we began a major thrust in the area of crime analysis, training, and identification/apprehension of the career criminal. During phase II, which began October 1978, the thrust began in the area of prosecution of the career criminal. We have, I think, made significant progress, but some problem areas have developed.

Ernst and Whipney reported in their quarterly report dated October 17, 1979:

"Identification of career criminals involves two aspects: one, for prosecution purposes, the career criminal must be identified and evidence of prior criminal activity brought out. Secondly, for intelligence gathering and crime analysis purposes, the individual should be known by field personnel including M.O., associates, vehicles, addresses, etc. Although these are distinct purposes, there is no need to devise distinctly different processes to perform the identification. Crime analysis spent extensive time developing known offender files which contain many of the career criminals. However, their identification criteria were not very restrictive as compared to the career criminal criteria now available. The identification system stated in the SOP for initial screening use by the booking officer is four previous felony arrests which is different from that used by crime analysis and the CCDT/Prosecutor. There is also some question about slippage in career criminal identification by the booking officer due to arrest records which are not current. Crime analysis has current arrest records but is not involved in the identification process. Our opinion is that there is considerable confusion about who is a career criminal, who can identify them as such, and who needs to know that they are career criminals. In reviewing the procedures for collecting information on career criminal processing we found these procedures to be deficient. The work of the criminal investigation committee is proceeding very slowly and without coordination between the data requirements for case management and monitoring of career criminal arrests and dispositions. For evaluation purposes, several data elements are also important. I would suggest that the committee consider all the needs for data dealing with career criminals and case management before implementing another

form, such as the cover sheet for offenses presented to the prosecutor. We would be pleased to assist the committee where we can, since a great deal of the information will be necessary for evaluation.

On the whole, we have found the procedures on the career criminal component of ICAP to be weak. There is considerable work yet to be done before the program can be considered ready for full implementation. Even though a few arrests have been made and presented to the prosecutor as career criminals, we will not begin to assess the program until the procedures for identification are stable and the mechanisms for data collection are in place."

In addition to the assessment by E&W, the Springfield Interim Evaluation (December 1979) by the University City Science Center stated:

"Two problems have occurred in the implementation of this screening process. As previously noted in the crime analysis section of this report, the SPD's central records system does not provide the Department with an adequate base for investigative and crime analysis activities. The jailers, conducting preliminary screening, are presently using the Department's central records system to verify if arrested cases meet the preliminary criteria (four or more felony arrests). Although the CAU arrest report file is up-to-date (within two days), the jailer is relying on an arrest report file which is five to six months out-of-date. Another problem, which an investigative task force is working to resolve, is the lack of a system to monitor the disposition of referred career criminal cases. Since the SPD's ICAP budget contains funds for a manual Prosecutor's Management Information System, it would be useful for both the prosecutor's office and the investigative team to integrate their efforts in the development of information systems which meet both groups' needs. As progress is accomplished in this area, evaluation activities will be developed."

Mr. Valdez, in preparing the E&W evaluation report, also had the following recommendations:

"We would also suggest that a site visit by Detectives Newton and Cody be taken to Austin and Ft. Worth, Texas, to observe their Career Criminal program. Both of these cities have working units, however, they are different in their approach. I think it would be of considerable benefit to have the two detectives experience first hand other career criminal units."

form, such as the cover sheet for offenses presented to the prosecutor. We would be pleased to assist the committee where we can, since a great deal of the information will be necessary for evaluation.

On the whole, we have found the procedures on the career criminal component of ICAP to be weak. There is considerable work yet to be done before the program can be considered ready for full implementation. Even though a few arrests have been made and presented to the prosecutor as career criminals, we will not begin to assess the program until the procedures for identification are stable and the mechanisms for data collection are in place."

In addition to the assessment by E&W, the Springfield Interim Evaluation (December 1979) by the University City Science Center stated:

"Two problems have occurred in the implementation of this screening process. As previously noted in the crime analysis section of this report, the SPD's central records system does not provide the Department with an adequate base for investigative and crime analysis activities. The jailers, conducting preliminary screening, are presently using the Department's central records system to verify if arrested cases meet the preliminary criteria (four or more felony arrests). Although the CAU arrest report file is up-to-date (within two days), the jailer is relying on an arrest report file which is five to six months out-of-date. Another problem, which an investigative task force is working to resolve, is the lack of a system to monitor the disposition of referred career criminal cases. Since the SPD's ICAP budget contains funds for a manual Prosecutor's Management Information System, it would be useful for both the prosecutor's office and the investigative team to integrate their efforts in the development of information systems which meet both groups' needs. As progress is accomplished in this area, evaluation activities will be developed."

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APPENDIX 2

ERNST & WHINNEY 5TH QUARTER EVALUATION

The detective can be much more effective with the CCP without other case investigations, being highly aware of the identified persons and the process involved. It is a full time job of reviewing and preparing CC cases, monitoring the CCP process and PROMIS (Prosecutor's Management Information System), keeping CC records and files up-to-date, maintaining prosecutorial liaison, preparing and keeping mug photo books, keeping up-to-date career criminal notebooks, and preparing adequate reports monthly on the CCP.

I feel that the appointment should be made in conjunction with the new detective assignments which are effective February 1. As the pieces of the entire MCI plan are fitted into place (Patrol follow-up investigations, case management of criminal investigations, etc.) there should be no "impact" ultimately on the caseload of other detectives, particularly in view of the fact that two detectives must now devote part of their time to CCP.

3.2 Assign one of the offices in the detective division to the career criminal project.

Three of the offices are currently assigned to Detective Sergeants, one of whom works the evening shift. If one of those rooms could be dedicated to the career criminal program, either two sergeants could share an office (4-5 share in Patrol) or the CC office could be utilized by the evening Sergeant. This is certainly not an ideal arrangement, but would place the CC project in the proper physical location for maximum success, as does the location of crime analysis in patrol.

I believe that the implementation of these two actions would contribute greatly to solving a majority of the CCP implementation problems seen thus far.

In November 1979 Detective Jim Newton and Patrol Sergeant Dan Wilson visited the Austin Police Department. In regard to the work of the career criminal unit in the Austin Police Department, they reported the following:

"Robert L. Chapman, who is a retired FBI Agent, is the ICAP Director and is over crime analysis and the career criminal unit. Mr. Chapman advised us that he felt that his career criminal unit was very effective due to the fact that they were not responsible for any other duties other than those of the career criminal unit. Mr. Chapman further advised us that he did not believe a career criminal unit could be effective unless the personnel assigned to it were only responsible for career criminals. Mr. Chapman based this opinion upon the fact that so much time needed to be devoted to setting up files, keeping in contact with the District Attorney's office, doing follow-up investigations, helping maintain their career criminal notebook and helping the patrol division and the support unit on any information that they might want concerning a particular career criminal. Mr. Chapman felt that one reason their career criminal team was also so successful was their working relationship with the District Attorney's office."

Although the career criminal program is a major grant thrust of LEAA, we have had to approach it on a very part-time basis due to the manhours dedicated to other components of the ICAP program. I feel that it is imperative at this time to devote a major emphasis in this area in conjunction with the overall criminal investigative management system to be developed.

### 3. PROPOSED SOLUTION

In view of the scope of the career criminal program and the problems that currently exist I am proposing the following actions to be considered:

3.1 Assign one detective full time to the project, rather than two on a part-time basis.

We can be much more effective in case investigations where the detective does not have other "part time" responsibilities which are as demanding as the CCP.

## APPENDIX 4

### PROGRAM PERFORMANCE BUDGETING - ICAP COMPONENTS

MONTHLY PROGRAM PERFORMANCE REPORT				
MONTH: January 1980				
DEPARTMENT: Police		PROGRAM: Integrated Criminal Apprehension P		
	PERFORMANCE INDICATOR	1978-79 ACTUAL	THIS MONTH	YEAR-TO-DATE
DEMAND	1. Reported target crimes			
	a. burglary	2,770	248	1,948
	b. robbery	196	13	87
WORKLOAD	1. Target cases conducted (Directed Patrol Activities)			
	a. burglary	0	29	138
	b. robbery	0	2	6
	2. Career criminal prosecutions	0	5	21
PRODUCTIVITY	1. Average cost per target case	0	97.03	116.16
	2. Average cost per career criminal prosecution	0	338.60	532.90
EFFECTIVENESS	1. Number of target cases cleared	269	38	219
	a. burglary	75	3	32
	b. robbery			
	2. Number of arrests for target cases	186	Not available	218
	a. burglary	59	Not available	24
	b. robbery			
3. Number of target cases filed	105	23	93	
a. burglary	31	2	7	
b. robbery				

MONTHLY PROGRAM PERFORMANCE REPORT				
MONTH: February 1980				
DEPARTMENT: Police		PROGRAM: Integrated Criminal Apprehension Proc		
	PERFORMANCE INDICATOR	1978-79 ACTUAL	THIS MONTH	YEAR-TO-DATE
DEMAND	1. Reported target crimes			
	a. burglary	2,770	180	2,128
	b. robbery	196	9	96
WORKLOAD	1. Target cases conducted (Directed Patrol Activities)			
	a. burglary	0	18	156
	b. robbery	0	0	6
	2. Career criminal prosecutions	0	11	32
PRODUCTIVITY	1. Average cost per target case	0	11.80	115.65
	2. Average cost per career criminal prosecution	0	153.91	103.26*
EFFECTIVENESS	1. Number of target cases cleared	269	19	238
	a. burglary	75	2	34
	b. robbery			
	2. Number of arrests for target cases	186	69 (Jan & Feb)	287
	a. burglary	59	8 (Jan & Feb)	32
	b. robbery			
3. Number of target cases filed	105	16	109	
a. burglary	31	1	8	
b. robbery				

APPENDIX 5

NEWS & LEADER ARTICLE (1)

# City may face severe cuts in U.S. funds

By MICHAEL KELLEY  
The Leader & Press

Springfield city officials have been told to expect a complete cut-off of funds for a half-million dollars worth of law enforcement assistance programs administered here if Congress approves a budget-slashing proposal by President Carter.

In addition, the city's Human Resources Department is expected to see its public employment and training programs cut back severely, beginning with the fiscal year that starts in October.

And cuts in the revenue sharing program could be part of the President's new plan to end federal deficit spending, according to wire reports.

The Associated Press reported Carter at first planned to announce the details of his proposals to a joint session of Congress Thursday night. Congressional sources later said Carter has decided against unveiling his plan then, and there was no word on when the president would make his plan known.

The cuts, it was reported, are expected to range from \$12 billion to \$22 billion.

Locally, the only cuts City Hall has been told to expect are total elimination of programs funded by the Law Enforcement Assistance Program.

Bob Yeager, the director of the Missouri Council on Criminal Justice, which administers the program, could not be reached for comment.

A City Hall source who asked not to be identified said the programs that would be eliminated include the \$155,000 Arson Task Force. Members of the task force have already been notified of the situation, according to a Springfield Fire Department source.

The cuts also would include the \$250,000 Integrated Criminal Apprehension Program, portions of the new police recruit training program, the Victim/Witness Assistance Program, and the regional crime lab.

ICAP is described by its project director, Police Lt. Ira Copeland, as a

management concept to increase efficiency and effectiveness of the police agency, involving crime analysis, a career criminal program, better management of patrol operations and criminal investigations.

The Victim/Witness Assistance Program, Copeland said, assists victims and witnesses of crimes "in every way possible except through restitution of money lost — in other words informing them of how the criminal justice system works, getting child care, if necessary, getting transportation to court. . . to make it as easy for them as possible."

Some of the programs would eventually be phased out because of the nature of LEAA funding — which often turns out to be "seed money" get programs started in communities which later take over their funding.

Springfield Human Resources Director Chet Dixon said he had received some information from the U.S. Conference of Mayors on what that organization believes the president will say regarding public service job funding — most likely a \$1.6 million cut from the Department of Labor budget.

What that means is that since there is about two-thirds of the budget that is locked in by legislation, that leaves about a third of their budget that has to take any cuts that are made.

"CETA (the Comprehensive Employment and Training Act) makes up about 90 percent of that third of the Department of Labor's budget,"

Dixon said. "They figure about \$800 million would be public service jobs, about \$434 cut in half of the summer youth programs, \$227 million of the Young Adult Conservation Corps, \$50 million would be from the Private Sector Initiatives Program, and then \$50 million would be welfare demonstration funds."

During the current year, the Springfield office is serving less than 100 clients in the public service em-

See FUNDS, Page 2A

ployment program, expects to serve about 450 young persons in the summer employment program, and is spending \$200,000 this year on the PSIP program, primarily in feasibility studies.

"We don't think the regular youth employment program or training will be hurt," Dixon said. "Where it would really show locally is in public service jobs, and the youth summer funds, which would be a sizable cut."

APPENDIX 6

NEWS & LEADER ARTICLES (2)

Leader & Press

Thursday, April 10, 1980 3B

### Statistics show burglaries drop

Springfield police statistics show a decrease in burglaries in a Springfield industrial area since a crime prevention effort was started in September of 1979.

Crime Prevention Officer Jack Sifford said the number of reported burglaries decreased from an average of five to six a month, to no break-ins at all or as little as three since the formation of the Jordan Valley Protective Association. The group includes a number of businesses bordered by Grant, Glenstone, Trafficway and Chestnut Expressway.

The association's chairman Jim Hedges of Hedges Construction Co. told members that additional signs warning of security measures have been ordered for the area and that additional guards have been hired, Sifford said.

The crime prevention officer warned the businessmen that break-ins are likely to increase with the warm weather.



# Home



## Do-it-yourself

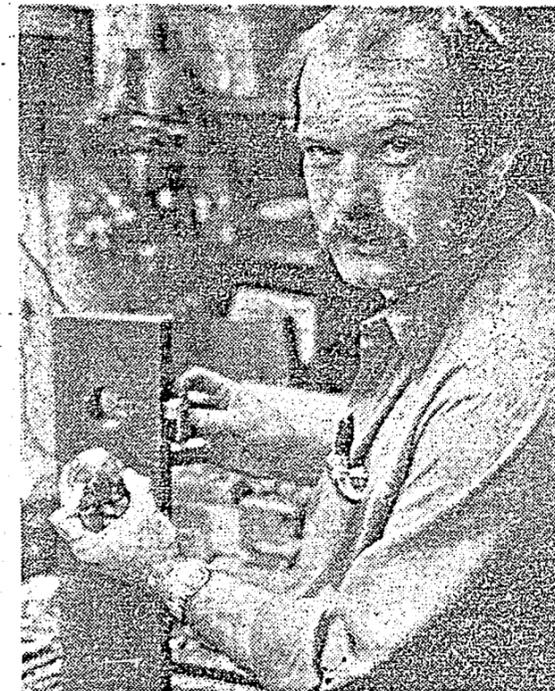
Installing your own dead bolt should present no problem if you have time, patience and just a shred of mechanical ability.

"Any lock that you buy will come with complete set of instructions, including a list of what size drill bits you need and a template to put over the door to show you where to drill," said local locksmith Larry Brewer.

Tools necessary to install the lock include a screwdriver, a hammer, a wood chisel, a brace (hand drill) and various drill bits, Brewer said. A hole saw is not necessary because you can purchase an "expando" bit to cut holes with, Brewer said.

"It would probably take a home owner two or three hours to install a dead bolt. It took me that long the first time I installed one," he said. Now he can complete the job in around 15 minutes, he said.

The most important thing is to take time to read and understand the instructions, Brewer said.



Staff Photo/Sandy Watson

Locksmith Larry Brewer demonstrates how to install dead bolt.

# Springfieldians buying more burglar alarms

The crime rate for night burglaries nationwide went down one percent from 1974-1978, but the percentage of daytime burglaries may surprise you.

According to "Crime in the U.S. — FBI Uniform Crime Reports," released Oct. 24, 1979, the number of daytime burglaries rose 10 percent from 1974-1978. Nationally, daytime and nighttime burglary combined went up two percent during that time period.

But in Springfield, the number of night residential burglaries went down 14 percent and day residential burglaries down eight percent from 1974-1978, according to Lt. Ira Copeland who supervises the crime analysis division of the Springfield Police Dept.

Within the city limits of Springfield in 1974, there were 351 daytime burglaries, 634 nighttime burglaries, and 634 which occurred at unknown times, totalling 1,619 burglaries, Copeland

said. In 1978, there were 725 nighttime burglaries, 322 daytime burglaries, and 556 burglaries committed at unknown times. The total for 1978 was 1,603 residential burglaries, indicating a decrease of one percent during the period between 1974 and 1978, Copeland said.

However, the trend may reverse itself in the near future, as the rate of residential burglaries has begun to climb again, Copeland said. Springfieldians, perhaps in anticipation of the trend, have begun to buy more home burglar alarm systems than in the past.

"We've seen a large increase in that area," said Steve Powell, sales manager for Atlas Security Service. "The residential end of it is picking up. I'd say the business today over five years ago has risen maybe 200 percent."

Doris Gregory of ADT Security Systems said she also has noticed an in-

creased demand for residential burglar alarms, especially within the last year.

While it used to be only the owners of very expensive homes who wanted burglar alarms installed, Powell reported that he's seeing a lowering of income level among customers purchasing residential burglar alarms.

Most of the alarm systems installed in residences are those which produce some sort of warning noise when triggered, said a spokesman for Pro Systems. "We've also installed a few which will dial the sheriff's office or fire department," he said.

The audible alarm serves as a safety measure for the customer, as well as a deterrent to the person trying to enter the residence, the spokesman for Pro Systems said. "We recommend home alarms be audible," Powell said, "while commercial alarms should be silent to catch the thief in the act."

# Don't rely on locks for safety

By SARAH OVERSTREET  
The News-Leader

It's something that's been drummed into your head since you were a child in elementary school: Lock your door to protect your home from burglars.

Chances are that's as far as the education went, and having turned key in lock, you feel you've done your duty. Your education may have omitted any information about what kind of lock you're locking, or other security measures necessary to properly protect your home.

Security devices that have long been installed in homes simply may not be enough protection, according to Jack Sifford, coordinator of the crime prevention section of the Springfield Police Department. For example, take the chain latch, long a favorite among those wishing to open their doors just enough to get a peek at a visitor.

"Chain latches are a waste of time," Sifford said. "Most of them come with a five-eighth inch screw to mount them with." Sifford explained that most doors are only three-sixteenths to one-eighth of an inch thick on each side, and hollow in the middle. Not much force is required to pull such a small screw out of its mounting, either from the door or the wall board that the small screws go through.

"If you want to use a chain latch, buy two-inch screws that will go through the wall board and into the two by four behind, probably. However, a chain latch is not really a secure thing, and should not be relied upon."

"I see a lot of homes with doors that have only a floating latch that extends five-eighths of an inch," Sifford said. "In most houses, maybe there's a gap of an eighth of an inch between the latch and the door. That makes

only one-half of an inch of latch that's protecting into the trimwork of a seven and one-half foot tall door."

One-half inch of protecting power is not very much power to a thief who knows his prying business, and most of them do. That's why they're in the business and not in jail.

The type of lock that Sifford would most highly recommend to the average homeowner is a combination-type lock which combines two functions, the dead bolt and the dead latch.

While the bolt is engaged, the latch is held "dead," or unable to be forced open with something such as a credit card or knife.

Another feature of the combination lock is that one knob or lever operates both bolt and latch from the inside, which can be an important safety asset in case of fire or other emergencies.

The price of the combination-type lock may be prohibitive (one brand sells for \$165 plus installation) and Sifford agreed with Larry Brewer of Harper Lock and Key Service that a single cylinder dead-bolt applied to a door with an existing "key in the knob" type lock is a good security device also.

A spot check of several Springfield lock and key companies revealed that the cost of installing a heavy-duty single cylinder dead bolt (one-inch bolt) on a wooden door inside Springfield ranges from about \$22.95 to \$24.50, plus tax (cost includes price of lock and labor). The dead bolts without installation can be purchased for about \$12 to \$13 plus tax. Some of the companies charge extra for mileage for areas far from their shop.

According to Brewer, the "key-way" (the silhouette of the key in the keyhole) on most existing locks can be matched up with the key way of the dead bolt so that the same key will open both the dead bolt and the existing lock. Brewer's shop charges \$3.50 to perform the match-up service.

"If it can't be matched up, for about \$15 we can change the knob lock so that it matches the dead bolt key way," said Gary King, also of Harper's.

Although dead bolts (not the combination type) are available with double cylinders, requiring a key to operate from both the inside and outside, Sifford advised against using these because of the necessity of using a key from the inside in emergencies.

See DON'T RELY, Page 3F

## ✓ Don't rely

Continued from Page 1F

The way the locks are mounted is also an important factor, Sifford said. On many locks, a brass screw and pot metal post are the only things holding the lock through the door, he said. Sifford said locks that feature one or two one-quarter inch hardened steel mounting posts are preferable to those featuring only pot metal posts. Again, the better mounting post will add to the cost.

However, installing a proper lock will do no good if the burglar can merely break a small pane of glass, reach in and turn the knob.

"We recommend no glass windows in a door within 40 inches of a lock, but doors with large panes are OK, because burglars usually don't like to break large panes because of the noise and danger," Sifford said. If you have a door which has small panes of glass less than 40 inches from the lock, Sifford suggested putting ornamental iron or something comparable behind the pane to prevent entry.

Windows must be kept shut and locked in such a way that a thief can't slip a knife between window frames and open the lock. One of the best ways to prevent this is to drill parallel small holes in both the upper and lower window frames and insert a heavy nail through both frames, Sifford said.

Also, don't fall prey to the key's in the mailbox, come on in" temptation. "I read in crime prevention literature to never hide a key," Sifford said. "I'd agree to some extent. I wouldn't say don't ever, but be very cautious.

"Generally, don't ever put the key around a door or anywhere someone's trying to get in. If you hide it, hide it in an outbuilding like a chickenhouse. Be ingenious about the place and means where it can't be found easily or be readily

accessible to a crook."

Sifford doesn't recommend burglar alarms for residential use because of their expense, unless the homeowner has extremely valuable items in the house. "Getting an alarm should be the last thing done, after all the other security things have been done," he said.

Along with security hardware, there are several "procedural" things that can be done to protect a home, Sifford said. "When you're gone from the house, make it look like someone's there. Have the same lights on that you'd have on when you're home. Take out the 100 watt bulbs and put in 40s if you're concerned about energy."

If you're going to be away from home for an extended period of time and don't want the same lights on all the time, timers which will turn on the lights at a pre-set time can

be bought for about \$10-\$15, Sifford said. The timers can also be used to turn on radios, which are good to have playing when you're away from home, he said.

However, Sifford warned not to leave televisions on because of the fire hazard involved. Most modern televisions have a device that keeps the set warmed up all the time so that the picture appears instantly when you turn on the set, he said, and it's even a good idea to unplug the set when you go on vacation.

"If you have something real valuable, take it to the bank or hide it when you go on vacation," he said.

If you'd like to find out if you're taking adequate security precautions at your own home, the Springfield Police Department will conduct a security survey of your home (within Springfield), upon request.

# Local

Leader & Press Monday, May 12, 1980

## Ashcroft's crime council adds Clutter, Strawn

Two Springfieldians, Randy Clutter and Donna Strawn, will serve on a 40-member advisory committee named to direct state Attorney General John Ashcroft's council on crime prevention.

The council was established in January to help coordinate and promote crime prevention in the state.

## Police warn all citizens to watch for con men

By JIM WILDER  
The News-Leader

Not far behind the jonquil and crocus is another harbinger of spring: the con artist.

Crime Prevention Officer Jack Sifford said that Springfield police issue warnings about illegal schemes but that city residents — especially the elderly — still are conned out of thousands of dollars every year.

Con artists usually travel a circuit, hitting communities during warm weather, he said.

The first confidence game report of the season in Springfield was made to police Wednesday after an elderly couple fell victim to a man posing as an employee of a Springfield bank.

In an attempt to prevent the annual frauds, Sifford has spent the past two weeks informing senior citizen groups in the area of the problem.

Sifford explained the three basic cons:

"The typical bank examiner ploy is when a person will call and say he is suspicious of a bank clerk," Sifford said.

Usually an elderly person wants to help catch a thief, he said.

"He (the phony examiner) asks this person to withdraw all his money and to meet at the individual's home," Sifford said.

The con artist marks all the bills in some way, deposits them in an envelope and asks the unsuspecting victim to deposit the money at the bank the following day, Sifford said.

It isn't until after the con man leaves that the victim realizes a "switch" has been pulled and he or she has only an envelope filled with paper, Sifford said.

No bank examiner, state or federal, will ever call and ask a customer to help catch an employee, Sifford said. "They will not do that."

The "pigeon drop" is another common scheme and usually takes place in a shopping area or some other public place.

The basic pigeon drop in-

volves a victim, most often an elderly woman, being approached by one member of a team who claims to have found a package containing a lot of money.

"Once they get the victim's interest, the second person comes into the picture," Sifford said.

One of the two usually says she knows or works for a lawyer and will ask him about the money, he said. An agreement is made to split the money three ways, providing each person puts up some money in "good faith."

The two normally offer to drive the victim to her bank so she can withdraw the money, he said. After the money is taken, the two women return the good faith money and a third of the discovered money.

Again, Sifford said, the victim soon learns a switch

has been made and she has nothing.

Home repair cons also are common in warm weather.

The repairs are arranged by telephone or by people who drive to homes in trucks with a company name on the side.

"We've even had cases of out-of-state (license) plates," Sifford said.

"What they do is offer services and repairs and a very good price. They do shoddy or no work at all and then charge twice the price, citing different reasons."

Greed sometimes makes the victim think he's getting a real bargain, but Sifford said homeowners should contact the Better Business Bureau or Chamber of Commerce before agreeing to have the work done.

APPENDIX 8

COMMUNITY OUTREACH POLICE TEAM MONTHLY SUMMARIES

SPRINGFIELD, MISSOURI POLICE DEPARTMENT  
GORDON LOWLAND, CHIEF OF POLICE

SUBJECT: Community Outreach Police Team Summary of Activities

PERIOD: January 1, 1980 thru January 31, 1980

The month of January had a marked increase in the activities of the C.O.P. Team. At the beginning of the month two cases were handled resulting in charges filed and three burglaries cleared and thirteen cases of stealing were cleared. On December 26, 1979 reports were made in regard to the theft of some automobile batteries. As this investigation continued it led to the arrest of three subjects resulting in the filing of misdemeanor receiving stolen property against one subject and two counts of misdemeanor stealing filed against two other subjects. During the course of this investigation a burglary of York Elementary School 2100 Nichols was also cleared resulting in charges of burglary and stealing filed against two of the three subjects. This particular burglary of York School occurred on December 15, 1979. On January 3, 1980 a burglary was discovered at York School and from this particular burglary all the property that had been stolen was recovered, the property consisting of furniture, movie projectors, record players, projection equipment, food stuffs, and other articles totalling approximately \$1,900.00 in value. As this investigation continued it resulted in two subjects being arrested and having charges filed for burglary and stealing and having the subjects confess to another burglary which they committed at York School on December 19, 1979, which also led to the recovery of some frozen food which was stolen during this burglary. The subjects also admitted that they had planned to commit a burglary at Bissett School, 3000 W. Calhoun. Also through the course of this investigation a false report was made by a female subject and she subsequently was arrested and had a charge of making a false report filed against her in Associate Circuit Court with her release made after posting a \$1,500.00 bond.

On January 9, 1980 I gave a talk to the Kiwanis at Calvert's Cafeteria. Discussed was the concept of the Community Outreach Police Team and what the program had accomplished to date. This meeting was arranged through Lt. Ira Copeland ICAP Project Director, and representative of the Kiwanis.

On January 10, 1980 I was contacted by Mr. Dale Mace a representative of the North Campbell Assembly of God Church. Mr. Mace requested to use the gymnasium on this night to be used by members of the church. Mr. Mace and his group used the gymnasium for basketball and volleyball and scheduled use on 1-17-80, 1-24-80, and 1-31-80. In return for use of the gymnasium Mr. Mace stated that he and his church would be willing to assist in any projects or work any way they could with the Outreach Team and the Police Department.

On January 14, 1980 a community meeting was held at the Outreach Station, this meeting being conducted by Team officers and citizens were present from the Homeland Neighborhood organization and Mrs. Bogart's group which now goes by the name of Westside Watchers.

During this meeting additional crime prevention tactics were discussed and the groups were informed of the progress on projects such as the street light study. At the conclusion of the meeting engravers were signed out to the Homeland Group after they were instructed on the proper use and application of marking valuables. At the close of the meeting both groups socialized over coffee and snacks furnished by ladies of the Westside Watchers. There were 28 citizens in attendance at this meeting.

On January 15, 1980 I had a meeting with Mr. Don Anders, Director of Community and Family Ministries of the Greene County Baptists Association. This meeting was held at the Outreach Station and the reason for the meeting was to find out what the church community in particular the Greene County Baptists Association could do to work with the police in dealing with crime and other related problems in the community, and to find out how the Community Outreach Police Team functioned and why it was brought into being. I explained to Mr. Anders that Outreach Policing is a patrol strategy initiated by the Springfield Police Department through the Integrated Criminal Apprehension Program (ICAP) and at this time is a test project through September 1980. I also advised him that it was unknown whether the program would be continued or discontinued. During our discussion the problem of rising crime was brought up and what the police were doing to combat this problem. I informed Mr. Anders of various programs and strategies being employed by the Police Department, programs such as (ICAP), the victim witness assistance program, the Community Outreach Police Team, the new squad system being employed by the patrol division and programs initiated for public awareness of crime. I informed Mr. Anders that in this day and time it is imperative for the community to cooperate with the police in combating crime, this cooperation coming through the reporting of crime and becoming involved in crime prevention programs such as Operation Identification. I advised Mr. Anders that to receive further information on ICAP or the victim witness assistance program he should contact Lt. Ira Copeland at police headquarters and in reference to any crime prevention programs he should contact Officer Jack Sifford also at police headquarters.

On January 14, 1980 a business security survey was conducted by Officer D. Lewis at West Central Motor Freight at 2010 W. Division. This survey was in response to a commercial burglary at that location which occurred on January 11, 1980. Stolen during this burglary was a large quantity of mechanics tools. The survey recommended various security measures to help make the business more secure and also recommended the marking of tools owned by the business. The owner and operator of the business has at this time signed out an engraver to properly mark the new inventory of tools and a follow up will be made in the near future to see what if any of the security recommendations were complied with.

On or about January 10, 1980 a subject who has been identified as a career criminal was arrested for driving while intoxicated and possession of a firearm while intoxicated. The case report was completed by a team officer and resulted in the filing of a felony charge of possession of a firearm while intoxicated, against the subject. Believing the hand gun was possibly stolen NCIC and MULES checks were made however those checks indicated that the weapon was not stolen. Officers working in ATF were notified and initiated a check on the hand gun and on 1-25-80 it was confirmed that the weapon had been stolen in Marshall, Mo. approximately two years ago.

During the month of January neighborhood youth have engaged in basketball and volleyball in the gymnasium of the Outreach Station. The gymnasium has been used practically every day Monday through Friday between the hours of 3:00 P.M. to 5:00 P.M. being the hours after school dismisses. On one Saturday afternoon Officer D. Fisher arrived at the Outreach Station and found several of the neighborhood youth on the station grounds passing a football among themselves. It was reported that Officer Fisher turned on the outside speaker of his patrol car and engaged in passing the football among the youth for approximately thirty minutes. I received this information about Officer Fisher from the neighborhood youth and from the comments they have made it is quite obvious that because of this time spent by the officer the young people who were involved have more respect and a better opinion of the police.

On Monday January 28, 1980 Springfield City Utilities was awarded a grant for \$40,000.00 funded through Community Development Funding, to place over one hundred additional street lights throughout north Springfield. The initial recommendation made by the citizen group of community development recommended that City Utilities receive only half of their requested funding which was \$20,000.00. Mr. Don Busch Springfield City Manager recommended to City Council that because the street lighting was a measure to combat crime in the city he believed that City Utilities should receive their full request of \$40,000.00, and this was granted. Of the lights to be installed over forty are scheduled to be placed in the C.O.P. Team area.

The month of January closed with 285 calls for service handled in the C.O.P. Team area. Of the 285 calls 160 were handled by team officers, 68 were handled by other patrol squad officers, 40 were handled by Tele Com, and 17 were handled by traffic. Team officers responded to and handled 121 calls outside the team area and provided 87 back up calls for other patrol officers outside the team area. Patrol officers provided 55 back up calls in the team area assisting team officers and 28 back up calls were handled by team officers assisting team officers both inside and outside the team area.

*Stephen D. Blunt*  
Stephen D. Blunt  
Team Leader  
Community Outreach Police Team

SPRINGFIELD, MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

SUBJECT: Community Outreach Police Team Summary of Activities

PERIOD: February 1, 1980 thru February 14, 1980

CHIEF LOVELAND:

During this period the activities of the Community Outreach Police Team have been for the most part of a routine nature. On February 12, 1980 a commercial burglary was reported at 2006 W. Division J & J Kitchen Cabinets. Stolen in the burglary was office equipment, an air compressor and a very small quantity of cash. A security survey was provided to the business and it is believed that the recommendations of the survey were complied with. This information will be finally determined when a follow up to the survey is completed in the near future. On the same date an attempted burglary was reported at West Central Motor Freight at 2010 W. Division.

On January 11, 1980 a commercial burglary was reported at West Central Motor Freight and shortly thereafter a security survey was provided. It is my understanding that the business complied with all the suggestions except one this being the instillation of an exterior light. When the burglary was committed on January 11, 1980 entry was gained by forcing open a rear pedestrian door. When the security survey was completed this door was identified as a weak security area and stronger reinforcement was recommended. When the attempted burglary occurred on February 12, 1980 this same door was the attempted point of entry; however forced entry could not be gained and the perpetrators made no further attempts to gain entry.

During this period the updating of new business file information was started. To date twenty seven businesses between Kansas Expressway and West Avenue on Division have been contacted and of these businesses twelve have requested security surveys, two of these have already been conducted, two businesses were undecided about security surveys, and six declined security surveys, and seven had no one available to contact. The updating of business file information is continuing and it is anticipated that many more businesses will want to participate in this program.

While updating business file information it has come to my attention that of the twenty seven businesses contacted only a very small number were aware of the crime prevention effort of the police department and practically none were familiar with or had heard of operation identification.

When a security survey is conducted by a team officer an electric engraver is signed out to the business so that equipment can be marked. It is now my firm belief that if a properly administered, experiential crime prevention project could be established within the Community Outreach Police Team area a much tighter bond between the community and the police department can be possible.

During this reporting period 109 calls for service were handled in the C.O.P. Team area. Team officers handled 66 calls, Officers from other patrol squads handled 20 calls in the team area, Traffic handled 13 calls in the team area, and Tele Com handled 10 calls in the team area. Team officers responded to and handled 59 calls outside the team area and responded to 27 back up calls outside the team area. Team officers received 22 back up responses from patrol squad officers in the Team area.

*Stephen D. Blunt*  
Stephen D. Blunt  
Team Leader  
Community Outreach Police Team

SPRINGFIELD, MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

38 completed  
14  
22  
6  
31

SUBJECT: Community Outreach Police Team Summary of Activities

PERIOD: February 15, 1980 thru February 29, 1980

CHIEF LOVELAND:

During this reporting period great progress has been made on the crime prevention effort being put forth by the Community Outreach Police Team. As mentioned in the preceding summary of activities for the period of February 1, 1980 thru February 14, 1980 several businesses had been contacted to up date business card file information. As the new information was being updated the team officers inquired of business management seeking their interest in having a security survey conducted on the business.

As of February 29, 1980 C.O.P. Team officers have made contact with 83 businesses and of these businesses 55 have requested security surveys and of the 55 requests 38 surveys have been conducted. It has been brought to my attention by officers conducting the surveys that the participating businessmen have indicated a desire to organize and form an alliance similar to the group organized in Jordan Valley. At this time steps are being taken to assist in the organization of such an alliance. It has also been brought to my attention by team officers that the business community in the team area is making every possible effort to comply with the recommendations of the security surveys. Great emphasis has also been placed on Operation Identification as another vital step through the security surveys.

The surveys were for the most part conducted by team officers on their off duty time for which they were paid through funding provided specifically for security surveys. Other time utilized was on Thursday's when the full complement of team officers are available. The remaining surveys will be completed by team officers on Thursday's when the team is at full staff.

During this reporting period special patrol emphasis has been placed on certain areas within the C.O.P. Team area. These areas receiving special patrol are showing definite patterns of commercial and residential burglaries, with primary emphasis placed on residential enforcement. Areas indicating definite patterns of commercial burglary have been on Chestnut Expressway between Fulbright and Highway 13 By-Pass, on Division between West Avenue and Kansas Expressway, and on Highway 13 By-Pass between Nichols and Kearney.

Areas indicating definite patterns of residential burglaries have been identified as follows: An area of Division on the north, Calhoun on the south, West Avenue on the east, and Fulbright on the west. An area bordered by Hovey on the north, Webster on the south, Farmer on the east, and Lexington on the west. And an area bordered by Thoman on the north, Commercial on the south, Golden on the east, and Nixon on the west.

The patrol emphasis applied in these pattern areas has been centered on high visibility and frequent checks of subjects who are believed to be responsible for many of the burglaries and larcenies in the team area.

Once the problem areas were identified and potential suspects also identified an informal implementation of directed patrol was initiated on February 15, 1980. This informal patrol was brought about by team officers checking pin maps which are maintained at the outreach station, these maps indicating problem areas, and the tremendous exchange of suspect information between team officers. This information allowed the officers to locate pattern areas and through the flow of suspect information the officers were then able to concentrate patrol time in pattern areas and know who to look for as potential perpetrators.

The results so far have proven effective. During a period of January 17, 1980 thru February 14, 1980, six commercial burglaries were reported and ten residential burglaries were reported. During the period of directed patrol from February 15, 1980 thru February 28, 1980 only one residential burglary was reported and no commercial burglaries were reported.

During this reporting period 112 calls for service were handled within the C.O.P. Team area. Team officers handled 55 of these calls, officers of other patrol squads handled 35 calls in the team area, 14 calls were handled by Tel Com, and 8 calls were handled by officers in the traffic division. Team officers responded to 37 back up calls outside the team area and team officers received 16 back up calls from other patrol officers. Team officers backed each other on 10 calls inside and outside the team area.

Stephen D. Blunt  
Team Leader  
Community Outreach Police Team

SPRINGFIELD, MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE  
FEBRUARY 11, 1980

CHIEF LOVELAND:

On October 22, 1979 the Community Outreach Police Team began operation in Northwest Springfield. The team has been in operation over 100 days. During this period progress has been made. Two neighborhood groups have been organized and identified. Operation Identification has been extended into several area homes and into two businesses. Many cases of reported crimes have been handled by team officers and some of these cases resulted in several follow up investigations by the team. These follow up investigations have resulted in several cases cleared such as burglary, stealing, and receiving stolen property, and having charges filed against several subjects hopefully resulting in convictions. These investigations have been made through the combined efforts of team officers, officers in the Detective Division, and officers in the Patrol Division. A positive aspect resulting from these investigations has resulted in the exchange of information between team officers, detectives, and other patrol officers, and officers of other law enforcement agencies. This information consists of intelligence information such as if a detective has knowledge of a suspect who is active within the team area and he feels it warrants the attention of a uniform officer this information is relayed to the team and if a team officer receives information that could be of interest to a detective this information is forwarded. This same type of information is also exchanged among team officers and officers assigned to districts bordering the team area, particularly if a person of interest who resides in the team area and cannot be located at home or in the team area then information is passed on to other officers to be on the lookout for the subject.

The function of the crime analysis section has become a very vital service to the function of the C.O.P. Team. The team receives the vast majority of its raw information from crime analysis and then this information can be used by the team to gather suspect information and information that is used to target areas of crime patterns or potential patterns. Beginning in the middle of November, 1979 a serious problem developed through the relaying of raw data. Crime analysis fell far behind in forwarding information to the team and this information was not caught up until January 17, 1980 and then data was updated to January 15, 1980. The only method that could be employed to retrieve the data was by assigning three of the team officers at Police Headquarters on 1-10-80 and 1-17-80 working 8:00 A.M. to 5:00 P.M. and this capability was due to the unique work schedule of the team allowing all team officers to be available for duty on Thursday. While this method removed a tremendous burden from personnel in the crime analysis section it has placed a very large burden on the outreach team leader and this burden poses several problems. As the team leader I am concerned with the age of the information. The information indicating activities within the team area is necessary; however if this information becomes cold the only value it holds is statistically and little else; whereas if the information was fresh the deployment of manpower could be better utilized through directed patrol assignments and special assignments in targeted areas.

To date the crime analysis section has been assuming the responsibility of forwarding the following data:

- Computer Printouts: This information is used by the team to determine the problems in a sector primarily by time of occurrence and to get an overall picture of a sector and any specific locations within a sector that are problems or developing problems.
- Crime Reports: Crime reports are used to gather suspect information, offense information, and to be available should a team officer needs to refer back on a certain incident. These reports also contain timely information as to the property stolen and the points of entry in the event of burglary. For example these reports were used for the recent street light survey. It was found that a certain area in sector 23 was experiencing a number of house burglaries, shed and garage burglaries, and larcenies from vehicles. Upon checking through crime reports the articles stolen were noted and upon making an on sight survey of the area it is believed that the perpetrators were using unlighted alleys to gain access to their targets.
- Daily Call Log: At this time crime analysis is maintaining a daily call log where all calls for service within the team area are logged and all calls team officers respond to outside the area are logged. This information is used for mapping incidents and by the team leader in preparing reports such as the C.O.P. Team summary of activities.

All this information is in addition to all the regular information such as Field Intelligence Report summaries, analysis of burglaries, and any special information which is requested by team officers.

This back log of information poses yet another problem for the team leader. With this quantity of information it becomes very time consuming to sort out, retrieve information, and then properly file the reports. Further work set backs are experienced when citizens visit the outreach station and sit down to visit sometimes for some rather lengthy periods; however I feel that if citizen takes the time to come by the station then it is my responsibility to stop my work and listen to and get acquainted with that person. I also feel it is my responsibility to spend some time with the neighborhood youth who come to the outreach station almost on a daily basis to engage in basketball and volleyball. This time being well invested by merely talking with the youth and on some occasions participating in a volleyball game or shooting baskets.

Over the past several days I have been considering the implementation of new strategies which I believe would substantially increase the effectiveness of the Community Outreach Police Team, and would enhance the image of the patrol officer while at the same time could add new meaning to the role of the patrol officer. These strategies fall under the areas of community relations and crime prevention, case follow up, and crime analysis liason.

Under the community relations and crime prevention strategy security surveys could be conducted for the home and business. The home surveys could be brought about by initially offering this service to the citizens who attend meetings of the organized neighborhood groups. This service could be extended to the business community by obtaining information from business card files and then taking the initiative to contact the business management and offer the service as a pro-active measure. If a survey is completed have a follow up made within thirty days to see if any of the recommendations were complied with. In the event of a residential or commercial burglary I feel that the victim should be contacted as soon as possible after the burglary and offered the opportunity to receive a security survey. I believe this would be a very opportune time to extend such a service especially if this service had been offered prior to the burglary and the victim had declined.

When the policy of case follow up was implemented it created a problem for assigning the cases to team officers. On or about 1-15-80 the outreach team was assigned its first follow up and up till 1-24-80 four additional cases were assigned. Due to the fact that the work schedule has only one officer on patrol duty on the first watch it could create a hardship on one officer by having this many cases assigned to him; however it is only reasonable that the cases be assigned to the first watch. If the first watch officer is assigned these cases he is faced with the problem of answering calls for service, making informal public contacts, engaging in traffic enforcement, and completing any other assigned duties.

As earlier stated, the information received through crime analysis is vital to the operation of the Community Outreach Police Team, but it is apparent that the work load generated by the C.O.P. Team in addition to the many other duties of crime analysis has created problems for that section and the C.O.P. Team. I feel the only solution to this problem is to have a team officer act as a liaison officer between the C.O.P. Team and crime analysis where by the team officer makes personal contact on Monday through Friday of each week to insure that the necessary information is available while it is still fresh so that problem areas can be readily identified and have the appropriate action taken through directed patrol assignments and special assignments.

As team leader of the Community Outreach Police Team I have given a great deal of consideration to these three strategies and I have researched the amount of time that these projects would consume and it is my belief that if these additional duties were assigned to the present number of C.O.P. Team officers the amount of over time would be prohibitive and not to mention the extremely strenuous hours that would have to be worked by the officers. Upon conducting my research I found that to fully implement these strategies the officer on the first watch and myself would have to assume these duties and I clearly feel that this cannot be done simply because the officer assigned to patrol duty would lose a substantial amount of service time and my duties and responsibilities as team leader would be greatly impaired. Therefore I am requesting the addition of one patrol officer to the Community Outreach Police Team.

It is my understanding that when the idea of a team police unit was conceived in our department the team would have assigned one supervisor, five patrolmen, one traffic officer, and one detective, giving a complement of eight assigned officers. It is also my understanding that the original area which was chosen was somewhat larger than the now existing team area.

When I assumed the responsibility of team leader my feelings were then as they are now that having a traffic officer assigned to work exclusively within the team area was unnecessary because I believe the traffic officer can be better utilized in other areas of the city, and I definitely feel that the detective division cannot spare an extra officer for this assignment.

Should the position for an eighth patrol officer be granted to the C.O.P. Team I would utilize an officer on the first watch to assign all follow up cases and to conduct security surveys and to be liaison with the crime analysis section. I believe that this could work very well especially in handling the crime prevention and case follow up. To date the five cases assigned to the C.O.P. Team have all been residential burglaries and these investigations could go hand in hand with security surveys and operation identification.

On Thursday January 17, 1980 I presented this proposal to the team officers during a team meeting to see if they would be interested in becoming involved in this type of duty and all officers indicated that they would and they also believed that this position could be an asset to the team function. I have checked the work schedule and the assignment can be made on a rotating basis by assigning the officer who is completing his shift cycle on the second watch. This officer has AWL days of Friday, Saturday, and Sunday, reporting for duty at 8:00 A.M. Monday working till 5:00 P.M. through Friday having weekends off for a period of four weeks. At the conclusion of four weeks the officer has Saturday through Wednesday off reporting for patrol duty on Thursday on the first watch.

Over the past several weeks it has come to my attention that the citizens of Northwest Springfield have developed a better opinion of the Springfield Police Department. At this time there are at least three other citizens who have expressed interest in developing neighborhood groups in their neighborhoods. There has recently been an increasing demand on the part of many of the businessmen in the team area to have security surveys conducted of their businesses which would indicate the desire on their part to work with the police. Operation Identification is another program which is highly desired by the citizens, and has already received a growing participation. Overall the citizens have expressed a desire to work with the police in what ever way possible to assist in making the community a better place to live and work. It is my feeling that since the desire is there on the part of the community the responsibility rests on the shoulders of the police department to reach out and make every effort possible to extend these services to the community.

In conclusion I would like to state that it is now known fact that a substantial percentage of active criminal offenders reside within the team area and commit some of their acts of crime in the team area. I believe that through increased surveillance and intelligence information joined with the accurate application of crime analysis data and increased crime prevention programs great progress can be realized.

To date the officers of the Community Outreach Police Team, I feel, have performed admirably and they have made every effort to test the concept. Through their efforts they have performed at almost a peak level in job performance, this level increasing as warm months approach. While the officers have been performing at almost peak levels the concept of the Community Outreach Police Team has only begun to show its capabilities. Because the concept is a test of a patrol strategy I personally feel that in order to give a fair assessment of the project it must be pushed to the maximum limits to see how strong or weak the concept may be. I feel that to test this strength the addition of another officer will allow the team to reach its maximum capabilities.

*Stephen D. Blunt*  
Stephen D. Blunt  
Team Leader  
Community Outreach Police Team

SPRINGFIELD, MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND CHIEF OF POLICE  
FEBRUARY 15, 1980

Officer Sifford:

The following businesses in the Community Outreach Police Team area have requested security surveys:

1. Wells Tire Supply  
1600 W. Division  
Phone- 862-4962  
Owner Marvin Wells  
Manager Duane Harmon
2. Ace Discount Auto Parts  
1601 W. Division  
Phone 869-4465  
Owner-Manager Jim Pettit
3. Fina Service Station  
1805 W. Division  
Phone None  
Owner-Manager Rosemary Godfrey
4. J & R Motor Service  
1901 W. Division  
Phone 862-9012  
Owner-Manager Roy D. Payne
5. Joes Tire Shop  
1927 W. Division & 1524 N: Frairie  
Phone 869-3308  
Owner Joe Childress  
Manager Dennis Hankins
6. Bud's Auto Works  
1967 W. Division & 1969 W. Division  
Phone 862-4755  
Owner Edmond Lucas  
Manager Steve Ray
7. Treadco  
2023 W. Division & 2100 W. Division  
Phone 831-9464  
Owner-Manager Warren Brunkhorst
8. Wonder Bread & Hostess Store  
2341 W. Division  
Phone 866-4732  
Owner-Manager Don Fiester

9. Durnell Family, Family Hair  
2346 W. Division  
Phone 866-8022  
Owner-Manager Jack Durnell

10. Bishco Sales  
2363 W. Division  
Phone 865-5790  
Owner-Manager Mike Bishop

*Stephen D. Blunt*  
Stephen D. Blunt  
Team Leader  
Community Outreach Police Team

APPENDIX 9

S.O.P. - CASE INVESTIGATION BY PATROL

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	January 15, 1980	January 15, 1980		1 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

## I. INTRODUCTION AND PURPOSE

"We are beginning to see noteworthy examples of cases in which the responsibility of the patrol officer in the investigation of crimes is being expanded in order to allow detectives to devote more time to fewer, more serious cases." (Charles D. Hale, "Revitalizing Police Patrol," Criminal Justice Columns, Vol III, No. 2, January 1979)

There are three primary objectives to a plan of criminal case investigations assigned to the patrol division for follow-up:

1. To increase departmental efficiency through additional case clearances.
2. To increase detective efficiency by allowing more time for investigation of fewer, more serious cases.
3. To increase patrol officer efficiency by allowing him/her to develop:
  - a. investigative ability (career development)
  - b. additional case closures (job skills)
  - c. preliminary reporting proficiency (training)

Patrol investigative responsibility then is a police personnel allocation strategy to more effectively serve the community.

## II. POLICY

The Springfield Police Department hereby establishes a policy of assigning patrol officers to follow up investigation on cases of residential burglary and thefts from a dwelling for a trial period, beginning January 2, 1980.

## III. PROCEDURES

### Section 1. Preliminary Report Flow

All preliminary crime reports will flow routinely to the Criminal Investigations Division, including residential burglaries and thefts from dwellings.

#### 1.1 Review and Assignment by Property Section

# STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	January 15, 1980	January 15, 1980		2 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

The Sergeant (or other authorized personnel) will review all the Crime Reports and make assignments for follow-up investigation.

- 1.1.1 Cases that do not require follow-up investigation by current CID guidelines will not be assigned.
- 1.1.2 Cases that require follow-up investigation will be assigned to detectives, except residential burglaries and thefts from dwellings.
- 1.1.3 Cases of residential burglary and thefts from dwellings will be assigned to patrol officers.
- 1.1.4 Residential burglaries or thefts from dwellings may be assigned to a detective if there is an investigative link to a case under investigation by that detective.

## 1.2 Cross Indexing by CID Secretary

The Sergeant will forward Crime Reports assigned to patrol to the CID secretary, who will index them on blue 3 x 5 cards, and file the cards in the CID case files

## 1.3 Search by Crime Analysis

The CID secretary will take the cases assigned to patrol to the Crime Analysis Section by 1200 each week day.

- 1.3.1 CAS personnel will search for investigative links in the cases that would aid in the follow-up (i.e., suspect M.O., geographic patterns, descriptions, evidence, object of attack, etc.)
- 1.3.2 CAS personnel will determine which squad should carry the assignment.
  - 1.3.211 Cases will be assigned to a squad which has a minimum of three work days prior to their scheduled AWL leave.

# STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	January 15, 1980	January 15, 1980		3 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

1.3.2.2 Cases will be assigned to a squad in a geographic area where the majority of the investigation will be done, insofar as can be determined.

1.3.3 CAS personnel will log the case in the patrol follow-up log for tracking of the case.

1.4 Assignment by Patrol

CAS personnel will forward the Crime Reports (and any additional crime analysis data that is available) to the patrol duty watch commander.

1.4.1 The Watch Commander will forward the cases to the appropriate squad leader for assignment to an officer. If assigned to a squad other than indicated by CAS, the Watch Commander will leave a card for CAS advising which squad has the case.

1.4.2 The squad leader will assign the case(s) he receives to the appropriate officer(s) on his squad for follow-up investigation.

1.4.2.1 Any patrol officer who does not wish to do follow-up investigations will not have cases assigned to him/her.

1.4.2.2 Only one case at a time will be assigned to any patrol officer, except a maximum of three will be permitted when:

- the squad leader believes a case would have a higher chance of clearance due to analysis or investigative links to another case, and
- the squad leader feels the officer's workload would permit the additional assignment, and
- the officer agrees that he would like to accept the additional case(s).

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80.2	January 15, 1980	January 15, 1980		3.1 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

1.4.2.3 The squad leader will leave a card for CAS notifying them which officer has been assigned to a case (complaint number and officer's name, signed by the squad leader is sufficient). CAS will notify the CID secretary of that assignment and she will add the officer's name to the card in the CID case file.

Section 2. Follow-up Investigation

Patrol officers assigned follow-up investigations will devote such time

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	January 15, 1980	January 15, 1980		4 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

as they have available between calls for service and administrative responsibilities to the case. (Obviously no time will be available during some shifts, with substantial time available during others).

## 2.1 Case Investigation

A patrol officer will have the assignment a maximum of 6 work days, but it will be returned to his squad leader anytime that officer deems it is:

### 2.1.1 Closed (Clearance)

A patrol officer will close the case when:

2.1.1.1 A case is cleared by arrest when at least one person is either (1) arrested; or referred to juvenile authorities, social agencies or other diversion programs if such person is a juvenile; (2) charged with the commission of the offense directly related to the case, or (3) turned over to the courts for prosecution.

2.1.1.2 A case is cleared by administrative clearance after a warrant(s) have been secured from the Court and the department or other jurisdiction is immediately unable to locate the accused, or other circumstances preclude the service of the warrant.

2.1.1.3 A case can be cleared by exceptional clearance if ALL the following questions can be answered YES:

- Has the investigation definitely established the identity of the offender?
- Is there enough information (probable cause) to support an arrest, charge, and turning over to the Court for prosecution?
- Do you know the exact location of the offender so that you could take him into custody now?

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	November 15, 1980	November 15, 1980		5 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

- Is there some reason outside police control that stops you from arresting, charging, and prosecuting the offender?

### 2.1.2 Suspended

A patrol officer will suspend the case when insufficient resources are available for a continuation (all known investigative leads have been exhausted).

### 2.1.3 Unfounded

A patrol officer will unfound the case if his investigation determines that the reported crime in fact did not occur.

### 2.1.4 Open

A patrol officer will determine the case is open when he has not been able to pursue all the investigative leads within 6 working days or at such time he feels that the case has a better chance for clearance by use of CID resources.

## 2.2 Case Termination by Patrol

When a patrol officer terminates his investigation (either closed, suspended, unfounded, or open), he will complete a Supplementary Report (SPD form 78-005). If the case is closed by arrest, he will also complete necessary case reports and other reports as may be necessary for prosecution.

2.2.1 ALL reports will be returned to the squad leader for review and approval.

- Squad leaders will review and sign the Supplemental Reports.
- If the case is closed by arrest, the squad leader will review case reports and make a determination as to accuracy, completeness, and whether the case shall be taken to the prosecutor. He will either (1) have the case presented, (2) the reports redone if necessary, (3) further investigation if necessary, or (4) change status of case in consultation with the officer.

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

REVISED  
2/5/80  
Paragraph 2.3

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	January 15, 1980	January 15, 1980		6 of 6
SUBJECT				
CASE INVESTIGATION BY PATROL				

- When the squad leader determines that patrol will terminate the investigation, he returns all reports (including copies of case reports presented to prosecutor) to the watch commander for review.
  - 2.2.2 After review, watch commanders will return all reports to CAS personnel for proper entry in the patrol follow-up log.
  - 2.2.3 After proper records are made, CAS personnel will return all follow-up reports to CID.
    - The property section will review the cases for proper investigative status and case monitoring.
    - The follow-up reports will then be handled as all others are by departmental procedure.
- 2.3 Stolen Property
- 2.3.1 Additional Listing
- Officers assigned to cases shall include a list of any additional property missing since the original crime report in their Supplemental Report of the investigation. The CID secretary will update the index cards with that information.
- 2.3.2 N.C.I.C. Entry
- Officers assigned to cases shall prepare a Computer Entry Request Form for stolen properties that meet the N.C.I.C. criteria for entry, and give it to a communications clerk for computer entry. Any N.C.I.C. entries will be documented in the Supplementary Report.
- 2.3.2.1 A supply of Computer Entry Request Forms will be available in the watch commander's office.
- 2.3.2.2 The N.C.I.C. Criteria for entry of articles (NCIC operating manual) is as follows:

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

REVISED  
2/5/80  
Paragraph 2.3

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
80-2	January 15, 1980	January 15, 1980		7 of 7
SUBJECT				
CASE INVESTIGATION BY PATROL				

- Individual serially numbered stolen property items valued at \$500 or more may be entered, except for those property items to be entered in the Boat, Gun, License Plate, Securities, and Vehicle Files. Office equipment (adding machines, typewriters, dictating machines, etc.), color television sets, and bicycles may be entered regardless of value.
  - If the aggregate value of the property taken in one theft exceeds \$5,000, the individual serially numbered property items taken in the theft may be entered regardless of their value.
  - Any serially numbered stolen property item, regardless of value, may be entered at the discretion of the reporting agency, if:
    - The circumstances of the theft indicate that there is a probability of interstate movement, or
    - The seriousness of the crime dictates that an entry should be made for investigative purposes.
- 2.3.2.3 When there is a "Hit" on such N.C.I.C. entry, the computer printout will be forwarded to the officer who made the entry for his information, and to supplement his investigation. If he makes no further investigation (he may no longer have the case), he shall complete a Supplementary Report on the case so CID can remove the stolen property from the index card.

## Section 3. Supplemental Reports

All follow-up reports are to be written on the Supplementary Report Form (SPD 78-005) except as otherwise allowed by the Field Reporting Guide. If the supplementary is taped through WPC, give the typist the following information: "This is a patrol follow-up. Forward all copies to Crime Analysis."

*Barbara Loveland*

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		<u>1</u> of <u>16</u>

## SUBJECT

BOOKING RECORDS AND REPORTING SYSTEM

### I. INTRODUCTION AND PURPOSE

This procedure is needed to standardize the booking records and reporting system. The three forms considered here are the Arrest Report, SPD form 79-026, the Detention Report, SPD form 79-024, and the Booking Ledger, SPD form 79-028.

### II. POLICY

The Springfield Police Department hereby establishes the following procedures for uniform records and reporting of police bookings.

### III. PROCEDURES

#### Section 1. Arrest Report

##### 1.1 Use

The Arrest Report (see SPD form 79-026) is used to record identifying information and details of the arrest of all persons taken into custody. This report serves as a permanent agency record of the officer's legal cause for arrest, his actions, the arrestee's actions and statements, and any other details of the arrest.

All arrests shall be entered in the Booking Ledger (see Section 3) by a Booking Number identifying that particular arrest. The Booking Number shall be listed in connected reports for cross-reference purposes.

##### 1.2 Instructions for Completing the Arrest Report

###### 1.2.1 Box 1 Booking Number

Enter the next booking number from the Booking Ledger. For persons being booked subsequent times because they are sentenced to serve time on weekends only, give each subsequent booking the same number as was assigned the first time.

###### 1.2.2 Box 2 Booking Date/Time

Enter the date and time arrestee was booked.

APPENDIX 10

S.O.P. - BOOKING RECORDS AND REPORTING SYSTEM

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 2 of 16
SUBJECT BOOKING RECORDS AND REPORTING SYSTEM				

## 1.2.3 Box 3 Subject's Name

Enter the arrestee's name; last name first (IN ALL CAPITAL LETTERS), first name, and full middle name. If the person only has initials for first and/or middle name, list the initial(s) and add in parenthesis (I.O.).

Examples: SMITH, John R. (I.O.)  
SMITH, J. R. (I.O.)

## 1.2.4 Box 4 Alias

Enter any alias, nickname, or any other name the arrestee is known as.

## 1.2.5 Box 5 Address

Enter the home street (or RFD) address of the arrestee. If the arrestee does not live locally, give local address in narrative section.

## 1.2.6 Box 6 City

Enter the home city (or RFD post office) of the arrestee.

## 1.2.7 Box 7 State

Enter the home state of the arrestee.

## 1.2.8 Box 8 Home Phone

Enter the arrestee's home phone number. Also include area code if other than 417.

## 1.2.9 Box 9 Sex

Enter M for male or F for female to denote sex of arrestee.

## 1.2.10 Box 10 Race

Enter the arrestee's race by use of the standard abbreviations:

### STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 3 of 16
SUBJECT BOOKING RECORDS AND REPORTING SYSTEM				

- W = white
- B = black
- M = Mexican
- O = Chinese, Japanese or other Oriental
- I = American Indian
- OTH = Other Races

## 1.2.11 Box 11 D.O.B.

Enter the date of birth of the arrestee. Indicate by month, dash, day, dash, year (i.e., 5-27-39 is May 27, 1939).

## 1.2.12 Box 12 Age

Enter the age of the arrestee as of his last birthday.

## 1.2.13 Box 13 Height

Enter height of arrestee in feet and inches. (i.e. 5'11" is five feet and 11 inches.)

## 1.2.14 Box 14 Weight

Enter weight of the arrestee.

## 1.2.15 Box 15 Hair

Enter hair information only by use of the NCIC standards:

- Bald or balding
- Black
- Blond or strawberry
- Brown
- Gray or partially gray
- Red or auburn
- Sandy
- White

## 1.2.16 Box 16 Eyes

Enter eye color information only by use of the NCIC standards:

### STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 4 of 16
SUBJECT BOOKING RECORDS AND REPORTING SYSTEM				

- Black
- Blue
- Brown
- Gray
- Green
- Hazel
- Maroon
- Pink

1.2.17 Box 17 Birthplace

Enter the place of birth of the arrestee.

1.2.18 Box 18 Complexion

Enter the complexion information only by use of the standards:

- Light
- Medium
- Dark
- Acne
- Freckled
- Ruddy

1.2.19 Box 19 Place Employed

Enter the name of the business or person for whom the arrestee is employed. If self-employed, enter the name of his business. If retired, enter "retired." If unemployed, enter "unemployed."

1.2.20 Box 20 Business Phone

Enter the phone number where the arrestee can be reached at his place of employment.

1.2.21 Box 21 Scars, Marks, Deformities

Enter descriptions of identifying characteristics only by use of the standards:

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 5 of 16
SUBJECT BOOKING RECORDS AND REPORTING SYSTEM				

- Scar (describe: operation, knife wound, etc.)
- Birthmark (describe: large round, small irregular, etc.)
- Tattoo (describe: initials LOVE, Eagle, hula dancer, etc.)

Also enter specific location on the body of the characteristic.

1.2.22 Box 22 Beard, Mustache, Sideburns

Enter description of facial hair of the arrestee (i.e. full beard, goatee, mustache, sideburns, etc.) and describe any unusual characteristic (i.e. handlebar mustache, white sideburns, etc.)

1.2.23 Box 23 Glasses

Enter description of any glasses the arrestee is wearing (i.e., sunglasses, prescription glasses, etc.).

1.2.24 Box 24 Soc. Sec. No.

Enter the arrestee's social security number.

1.2.25 Box 25 Dr. Lic. No.

Enter the arrestee's drivers (operator's or chauffeur's) license number. Enter the state if other than Missouri.

1.2.26 Box 26 Complaints or Evidence of Illness or Injury - By Whom Treated?

Enter any complaints made by the arrestee or any evidence seen by officers to indicate illness or injury to the arrestee. If arrestee is treated by an officer or physician, list their name(s) also.

1.2.27 Box 27 In Emergency, Contact

Enter the name and phone number of a person to contact in case of an emergency involving the arrestee.

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 6 of 16
SUBJECT BOOKING RECORDS AND REPORTING SYSTEM				

1.2.28 Box 28 Names of Closest Living Relatives

Enter in the spaces provided the names of the closest living relatives of the arrestee, and their addresses.

1.2.29 Box 29 Felony, Misdemeanor, Other

Mark the appropriate box to indicate the status of the arrest.

1.2.30 Box 30 Checked

Mark the appropriate boxes to indicate the files checked to see if the arrestee is wanted on other charges.

1.2.31 Box 31 Booking Officer

Signature and departmental serial number of the officer booking the arrestee.

1.2.32 Boxes 32 Charge/Transport Officer

Enter the charge for which the arrestee is booked. Also enter the name and departmental serial number of the officer transporting the arrestee to headquarters.

1.2.33 Box 33 Location Arrested

Enter the address, street corner, or other appropriate descriptive location where the arrestee was taken into custody.

1.2.34 Box 34 Date/Time Arrested

Enter the date and time the arrestee was taken into custody.

1.2.35 Boxes 35 Arresting Officer(s)

Signatures and departmental serial numbers of officers making the arrest.

1.2.36 Box 36 Money

Enter the amount of money in possession of the arrestee at arrest and booking.

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 7 of 16
SUBJECT BOOKING RECORDS AND REPORTING SYSTEM				

1.2.37 Box 37 Liquor

Enter list of any liquor in possession of the arrestee at arrest and booking.

1.2.38 Box 38 Seal Broken

Mark the appropriate box to indicate if arrestee's liquor had the seal broken or not.

1.2.39 Box 39 Other Property

Enter list of other personal property taken from the arrestee at the time of his arrest and/or booking.

1.2.40 Box 40 Receipt

When released from custody of the department, the arrestee must sign here acknowledging receipt of property taken from him during his arrest and booking.

1.2.41 Box 41 Complaint Numbers

Enter the complaint (item) numbers of all reports connected to the booking of this arrestee.

1.2.42 Narrative

Enter brief narrative details (if needed) to supplement above information on the arrestee, event, or property. The narrative may also be used in some incidents as a report of the event if the regular report is marked HBO reference the appropriate booking number (See Field Reporting Guide, Section 6, page 32).

1.2.43 Box 42 Arrest Approved By

Signature of appropriate watch commander, squad leader, or other supervisor approving the arrest.

1.2.44 Box 43 Disposition

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		8 of 16
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

Enter when the arrestee is released indicating type of release or where released.

Examples: R.O.R. and signature of appropriate police official  
R.O.R. and name of judge  
\$50 cash bond  
Released to Greene County

1.2.45 Box 44 Date/Time

Enter the date and time the arrestee was released.

## Section 2. Detention Report

### 2.1 Use

The Detention Report (see SPD form 79-024) is used to record identifying information and details of the jail detention of all persons detained for public drunkenness as per Section 562.260 RSMo. (See SOP 77-7). This report serves as a permanent agency record of the officer's legal cause for the detention, his actions, the detainee's actions and statements, and any other details of the detention.

All detentions shall be entered in the Booking Ledger (see Section 3) by a Booking Number identifying that particular detention. The Booking Number shall be listed in connected reports for cross-reference purposes.

### 2.2 Instructions for Completing the Detention Report

#### 2.2.1 Box 1 Booking Number

Enter the next booking number from the Booking Ledger.

#### 2.2.2 Box 2 Booking Date/Time

Enter the date and time detainee was booked.

#### 2.2.3 Box 3 Subject's Name

## STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		9 of 16
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

Enter the detainee's name; last name first (IN ALL CAPITAL LETTERS), first name, and full middle name. - If the person only has initials for first and/or middle name, list the initial(s) and add in parenthesis (I.O.).

Examples: SMITH, John R. (I.O.)  
SMITH, J.R. (I.O.)

#### 2.2.4 Box 4 Alias

Enter any alias, nickname, or any other name the detainee is known as.

#### 2.2.5 Box 5 Address

Enter the home street (or RFD) address of the detainee. If the detainee does not live locally, give local address in narrative section.

#### 2.2.6 Box 6 City

Enter the home city (or RFD post office) of the detainee.

#### 2.2.7 Box 7. State

Enter the home state of the detainee.

#### 2.2.8 Box 8 Sex

Enter M for male or F for female to denote sex of detainee.

#### 2.2.9 Box 9 Race

Enter the detainee's race by use of the standard abbreviations:

- W = white
- B = black
- M = Mexican
- O = Chinese, Japanese or other Oriental
- I = American Indian
- OTH = Other Races

## STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		<u>10</u> of <u>16</u>
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

## 2.2.10 Box 10 D.O.B.

Enter the date of birth of the detainee. Indicate by month, dash, day, dash, year (i.e., 5-27-39 is May 27, 1939).

## 2.2.11 Box 11 Age

Enter the age of the detainee as of his last birthday.

## 2.2.12 Box 12 Height

Enter height of detainee in feet and inches (i.e., 5'11" is five feet and 11 inches).

## 2.2.13 Box 13 Weight

Enter weight of the detainee.

## 2.2.14 Box 14 Hair

Enter hair information only by use of the NCIC standards:

- Bald or balding
- Black
- Blond or strawberry
- Brown
- Gray or partially gray
- Red or auburn
- Sandy
- White

## 2.2.15 Box 15 Eyes

Enter eye color information only by use of the NCIC standards:

- Black
- Blue
- Brown
- Gray
- Green
- Hazel
- Maroon
- Pink

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		<u>11</u> of <u>16</u>
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

## 2.2.16 Box 16 Birthplace

Enter the place of birth of the detainee.

## 2.2.17 Box 17 Married?

Mark the appropriate box to indicate the marital status of the detainee.

## 2.2.18 Box 18 Occupation

Enter the name of the business, or person for whom the detainee is employed. If self-employed, enter the name of his business. If retired, enter "retired." If unemployed, enter "unemployed."

## 2.2.19 Box 19 Scars, Marks, Deformities

Enter descriptions of identifying characteristics only by use of the standards:

- Scar (describe: operation, knife wound, etc.)
- Birthmark (describe: large round, small irregular, etc.)
- Tattoo (describe: initials LOVE, Eagle, hula dancer etc.)

Also enter specific location on the body of the characteristic.

## 2.2.20 Box 20 Complaints on Evidence of Illness or Injury - By Whom Treated

Enter any complaints made by the detainee or any evidence seen by officers to indicate illness or injury to the detainee. If detainee is treated by an officer or physician, list their name(s) also.

## 2.2.21 Box 21 Name of Closest Living Relative

Enter the name of the detainee's closest living relative and their phone number, if possible, for contact in case of an emergency involving the detainee.

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		<u>12 of 16</u>
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

## 2.2.22 Box 22 Relationship

Enter the relationship (father, sister, etc.) of the person listed in box 21 to the detainee.

## 2.2.23 Box 23 Location Detained

Enter the address, street corner, or other appropriate descriptive location of the detention.

## 2.2.24 Box 24 Date

Enter the date the detention was made.

## 2.2.25 Box 25 Time

Enter the time the detention was made.

## 2.2.26 Box 26 Reason Detained

Enter "Public Drunkenness."

## 2.2.27 Box 27 Detaining Officer

Signature and departmental serial number of the officer making the detention.

## 2.2.28 Box 28 Booking Officer

Signature and departmental serial number of the officer booking the detainee.

## 2.2.29 Box 29 Money

Enter the amount of money in possession of the detainee at detention and booking.

## 2.2.30 Box 30 Liquor

Enter list of any liquor in possession of the detainee at detention and booking.

## STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		<u>13 of 16</u>
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

## 2.2.31 Box 31 Seal Broken

Mark the appropriate box to indicate if detainee's liquor had the seal broken or not.

## 2.2.32 Box 32 Other Property

Enter list of other personal property taken from the detainee at the time of his detention and/or booking.

## 2.2.33 Box 33 Receipt

When released from custody of the department, the detainee must sign here acknowledging receipt of property taken from him during his detention and booking.

## 2.2.34 Box 34 Complaint Numbers

Enter the complaint (item) numbers of all reports connected to the booking of this detainee.

## 2.2.35 Narrative

Enter brief narrative details (if needed) to supplement above information on the detainee, event, or property. The narrative may also be used in some incidents as a report of the event if the regular report is marked HBO reference the appropriate booking number (See Field Reporting Guide, Section 6, page 32).

## 2.2.36 Box 35 Detention Approved By

Signature of appropriate watch commander, squad leader, or other supervisor approving the detention.

## 2.2.37 Box 36 Date Released

Enter the date that detainee is released from detention.

## 2.2.38 Box 37 Time

Enter the time that detainee is released from detention.

## STANDARD OPERATING PROCEDURES

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		14 of 16
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

## Section 3. Booking Ledger

### 3.1 Use

The Booking Ledger (see SPD form 79-028) serves as the primary chronological record of all arrests and detentions made by agency members, together with the booking into the agency lockup system of prisoners arrested or detained by other agencies.

A separate Arrest Number shall be used for each arrest and/or detention. Each January first, the numbering sequence shall start with number 1, prefixed by the last two digits of the year (that is, the first arrest of 1980 would be 80-0001). This system provides a stable numbering system and, at the same time, provides a simple tally of the number of persons arrested and detained during the current year.

### 3.2 Instructions for Completing the Booking Ledger

#### 3.2.1 PG

Enter the ledger page number, beginning January 1, 1980, with page 1.

#### 3.2.2 Column 1 Booking Number

Enter in consecutive order the booking number assigned to the individual. Each person arrested or detained shall be entered on a separate line, using the next consecutive number.

#### 3.2.3 Column 2 Date of Arrest

Enter the date arrested or detained in accordance with department policy (e.g., 1-3-80, 2-12-80).

#### 3.2.4 Column 3 Time of Arrest

Enter the time arrested or detained in accordance with department policy (e.g. 1730 hours; 0512 hours)

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER	DATE	DATE EFFECTIVE	CANCELS	PAGE
79-26	December 31, 1979	January 4, 1980		15 of 16
SUBJECT				
BOOKING RECORDS AND REPORTING SYSTEM				

### 3.2.5 Column 4 Name

Enter the name, last name first (in capitals), first name, and full middle name.

### 3.2.6 Column 5 Charge

Enter the municipal, county, state or federal statute for which the person is being booked. This need not be the specific charge on which the booked person will be prosecuted, but same as on Arrest Report or Detention Report.

### 3.2.7 Column 6 Disposition

Disposition refers to the manner in which the arrested/detained person was released from jail and/or results of a municipal trial.

Examples of typical entrees would include the following (abbreviations can be used):

- Released \$500 cash bond (C.B.) - (date).
- Released on own recognizance (R.O.R.) - (date).
- Released to \_\_\_\_\_ (other jurisdiction) (date).
- Released \$200 property bond (P.B.) - (date)
- Released no charges
- Released on Stay
- Released Sober (Detention)

On some municipal sentences, it will require that the disposition area will be completely utilized because sentencing will be served in our jail facilities.

Example: Jail time in lieu of cash fine. Upon completion of serving time it should be noted that time has been served, otherwise the arrestee is shown in jail.

- Sentenced 2/3/80 to 30 days. Sentence completed 2/28/80.
- Sentenced 3/10/80 (serve weekends). Released on parole by judge.

**STANDARD OPERATING PROCEDURES**

# SPRINGFIELD POLICE DEPARTMENT

SOP NUMBER 79-26	DATE December 31, 1979	DATE EFFECTIVE January 4, 1980	CANCELS	PAGE 16 of 16
SUBJECT  BOOKING RECORDS AND REPORTING SYSTEM				

**3.3 Discontinuance of Form**

The Booking Ledger will be used in lieu of the current LIST OF PERSONS CHARGED AND RELEASED form, which will be discontinued as of 0700, January 4, 1980.

*Gordon Loveland*  
Gordon Loveland, Chief of Police

**STANDARD OPERATING PROCEDURES**

	1 BOOKING NO.	<b>ARREST REPORT</b>	2 BOOKING DATE/TIME
DESCRIPTION	3 SUBJECT'S NAME (last, first, middle)		4 ALIAS
	5 ADDRESS		6 CITY
	7 STATE		8 HOME PHONE
	9 SEX	10 RACE	11 D.O.B.
	12 AGE	13 HEIGHT	14 WEIGHT
	15 HAIR	16 EYES	
	17 BIRTHPLACE		18 COMPLEXION
	19 PLACE EMPLOYED		20 BUS. PHONE
	21 SCARS, MARKS, DEFORMITIES (desc./location)		22 BEARD, MUSTACHE, SIDEBURNS
	23 GLASSES (describe)		24 SOC. SEC. NO.
		25 DR. LIC. NO.	
26 COMPLAINTS OR EVIDENCE OF ILLNESS OR INJURY-BY WHOM TREATED			
27 IN EMERGENCY, CONTACT: (name, phone)			
28 NAMES OF CLOSEST LIVING RELATIVES:		ADDRESSES:	
father			
mother			
bro./sis.			
bro./sis.			
EVENT	29 FELONY MISD. OTHER		30 CHECKED
	[ ] [ ] [ ]		NCIC [ ] local: Wanted [ ] Warrants [ ]
	32 CHARGE		31 BOOKING OFFICER DSN
	33 LOCATION ARRESTED		32 TRANSPORT OFFICER DSN
35 ARRESTING OFFICER(S) DSN		34 DATE/TIME ARRESTED	
PROPERTY	36 MONEY	37 LIQUOR	40 I hereby acknowledge receipt of property taken from me at the time of my arrest. Property left over 60 days will be disposed of by the Police Department.
	38 SEAL BROKEN? [ ] yes [ ] no		
	39 OTHER PROPERTY		
ARRATIVE	41 COMPLAINT NUMBER(S) OF ANY CONNECTED REPORTS		
ADM	42 ARREST APPROVED BY DSN		43 DISPOSITION
			44 DATE/TIME

1 BOOKING NO.	<b>DETENTION REPORT</b>	2 BOOKING DATE
---------------	-------------------------	----------------

DESCRIPTION	3 SUBJECT'S NAME				4 ALIAS			
	5 ADDRESS				6 CITY		7 STATE	
	8 SEX	9 RACE	10 AGE	11 D.O.B.	12 HEIGHT	13 WEIGHT	14 HAIR	15 EYES
	16 BIRTHPLACE			17 MARRIED? ( ) yes ( ) no		18 OCCUPATION		
	19 SCARS, MARKS, DEFORMITIES							
	20 COMPLAINTS OR EVIDENCE OF ILLNESS OR INJURY							
21 NAME OF CLOSEST LIVING RELATIVE						22 RELATIONSHIP		

PROPERTY EVENT	23 LOCATION DETAINED				24 DATE		25 TIME	
	26 REASON DETAINED			27 DETAINING OFFICER			28 BOOKING OFFICER	
	29 MONEY		30 LIQUOR			33 I hereby acknowledge receipt of property taken from me at the time of my detention. Property left over 60 days will be disposed of by the Police Department.		
	31 SEAL BROKEN? ( ) yes ( ) no							
32 OTHER PROPERTY								

NARRATIVE	34 COMPLAINT NUMBER(S) OF ANY CONNECTED REPORTS							

AD	35 DETENTION APPROVED BY				36 DATE RELEASED		37 TIME	



**CONTINUED**

**1 OF 3**

APPENDIX 11

PROPOSED RECORDS SYSTEM DESIGN

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

CA 80-0009

RECEIVED

TO: GORDON LOVELAND, CHIEF OF POLICE  
FROM: JOE ROBLES, POLICE PLANNER  
SUBJECT: PROPOSED RECORDS SYSTEM DESIGN (SHORT)  
DATE: NOVEMBER 26, 1979

I. INTRODUCTION

The proposed records system design is a case-oriented system, in contrast to a person-oriented system. In this manner, entry as well as extraction of data related to a particular incident is expedited through the use of a single, assigned incident number. Police activities are case oriented, with cross-references to person-oriented indexes. The exception to this is the Arrest Files. While police incidents are generally reviewed, investigated and processed individually without reference to other police incidents (except where a common perpetrator is known or suspected); the desirability of examining the total local criminal history of a particular individual with a minimum of effort dictates the necessity of filing all Arrest Reports and connecting reports to a single file or folder. In this manner, an officer seeking information about a particular individual need not spend lengthy periods of time standing by or searching while records are extracted from several different files.

The following basic parts make up this proposed system (no consideration will be given to absorbing any other records process, i.e., traffic, however, the system is flexible enough to do so):

REPORTS:

Offense -- criminal and non-criminal incidents of significance.

Supplemental--A continuation to any other report.

Follow-Up -- Additional information gathered by another investigation.

Arrest--Physical arrest/incarceration

Detention--Incarceration of individual

LEDGERS:

Arrest--"Booking" Ledger (implemented 1/1/80)

Incident--Assignment of permanent identifying numbers (communications log).

Property--Recording of receipt of property into departmental custody (property clerk).

FILES:

Master Name (INDEX)--Central alphabetical cross reference index.

Primary--Numerical filing of "original" copies of reported incidences.

Arrest Package--All arrest-related documents pertaining to a particular person, i.e., arrest report, crime report, case report.

NUMBERING SYSTEMS

Incident--All reported incidents both criminal and non-criminal.

Arrest--Identification of individual arrested

This proposed record system is somewhat flexible, allowing for expansion or contraction based on the size and needs of the department. The most critical aspect of the records system is the full reporting function. Forms have been designed and operating procedures devised that are based upon the concept that field officers know why reports are submitted, how they are to be used, and what pertinent data is to be included. To this extent, the record system not only assumes the policy of officers being well-trained in these areas but supports this concept through forms designs that combines uniformity and complete documentation in reporting procedures.

## II. PROBLEMS FOUND - SPRINGFIELD POLICE

A quick review indicated the following problems were found in the police and records system.

1. Records Section Master Name Index needs to be purged.
2. Records Section procedure needs to be documented (written).
3. Records Section indexing procedure needs to be re-structured. Existing system does not insure all names relative to an incident will be placed in the file.
4. Not all incidents receive complaint numbers so as to be referenced, i.e., bicycle larcenies and larcenies under \$150.
5. Dossier indexing system is very time consuming which does not allow system to be current. Indexing approximately five months behind.
6. The loading of microfilm into each individual jacket which is an impossible task to keep current. Some tasks which should be in the fiche jackets are behind from five months to twelve months.
7. Lack of permanent personnel to adequately perform the records function.

## III. RECOMMENDATIONS

While duplication and redundancy are generally to be avoided, some system checks to insure against vital information loss are in order. Other principles of value to a dependable reporting system are:

- o Records system should be carefully constructed to serve the user, giving rapid response at a minimal effort.
- o Who needs to know? (Why?)
- o What is the person likely to know at the beginning of his search?
- o By what communication means will he interrogate these reports?

The basic principles guiding the above guidelines are:

- 1) Minimize file search involved in records processing.

- 2) Minimize file search steps for inquiries.
- 3) Group related information into a single file.
- 4) Reduce steps in reporting process.
- 5) Make indexes more useful.
- 6) Nothing leaves a file unless something is left in its place.

#### IV. RECORDS PROCESSING

##### 1. General Rules

Every incident requiring police action must have a complaint (incident number using the communications sequential numbering log.

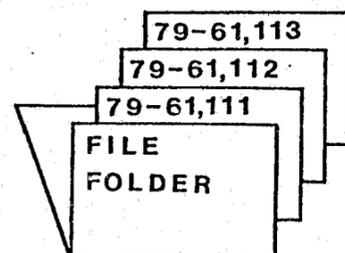
Problems Existing - This process includes numbering all stolen bicycle reports and the larceny complaints. These half sheets of recorded crime information presently receive no complaint numbers and are not data elements captured as telcom handled items. Because these half sheets have no reference number their traceability is difficult.

Also confidential letters written as information reference a supplemental should have the referenced item number on it. This allows the confidential letter to be placed with the originating complaint/offense.

In addition, all wanted items issued and cancellations create additional item report numbers. The original offense report number (complaint #) will be used throughout the entire wanted item process until an arrest is made. The arrest report will then refer only to the original offense report and at the same time the same wanted number.

##### 2. Receipt of Original Report

The original report shall be received by the records section, after going through the appropriate process in W.P.C., and shall be placed in the file cabinets in the records room. A file folder will be designated to hold thirty (30) complaint reports that are consecutive in order, i.e., #69,000 - 69,029, #69,030 - #69,059, etc.



All original reports shall be placed in file folders marked consecutive in order. This includes all juvenile and confidential reports that are related to police action incidents. When no report is made (i.e., H.B.O. or G.O.A.) a card on the front of the appropriate file folder shall indicate so. Approximately 40% of all items are H.B.O., G.O.A. or have no reports written.

HBO 79-Etc  
GOA 79-Etc  
HBO 79-Etc

Inserted into the file folder will be the following types of reports:

- 1) Offense - Criminal and non-criminal events.
- 2) Supplemental - A Continuation of report.
- 3) Arrest Report - Arrest reports shall be attached to the original incident reported.
- 4) Detention Report - Detention reports shall be attached to the original incident reported.
- 5) Vehicle Impoundment Report - It is attached to the original reported incident, i.e., arrest report.
- 6) Property Release - It is attached to the original reported incident (questionable).
- 7) Abandoned vehicle report - Attached to original incident.

Additional reports that will be included in the file folder as completed are:

- 1) Follow-up Reports - Continuation report of criminal incident.
- 2) Case Reports - Summary of criminal incident prepared for presentation for prosecution.

In short, each report must receive an item number and any additional information received should be attached to the originally reported incident.

(if officer is unable to determine whether an incident has previously been reported, it should receive an item number.)

Access shall be limited to records personnel ONLY. Records from the original document file can be removed by authorized personnel. Anyone else removing original documents will do so under threat of death.

V. INDEXING

Once any original police report is placed into file folder, the records clerk will then begin indexing process.

Indexing shall be accomplished from the Offense Report, Arrest Report, Detention Report, Follow-up Report and Case Report in that order of preference.

The primary index will be the master name file (alpha) which will consist of:

1. Victim/Complainant/Witness (including firm name) description...white, 4 x 6 new card for each incident. source...Offense report, Follow-up and Case Report.

2. Criminal History - Arrest

Description...blue, 4 x 6 card stock showing number of identification fiche jacket and one live entry for each arrest or detention.

Source...Arrest and Detention Reports, Dispositions.

3. Suspect

(Information no longer will be recorded.)

4. Warrants

(Not proposed at this date)

Records Clerk shall review each supplemental follow-up report, case report received upon completion and check the Master Name File to see if any additional names need to be added to the original index card. After card is updated, then the additional reports are attached to the originally reported incident.

Illustrated examples are listed below:

ZONE-BEAT	DATE REPORTED(typ. init) TIME REPORTED	YR-ITEM#
NAME OF VICTIM(S)- L,F,M, DATE OF BIRTH		
NAME OF COMPLAINANT(S)- L,F,M DOB		
NAME OF WITNESS(S) -L,F,M DOB		
ADDRESS OF OCCURRENCE		
INCIDENT-UCR DEFINED		

242-22 12-1-79 SF 1221 Hrs.  
 WADDILL'S MARKET (VICT)  
 WADDILL, Dorothy (comp) DOB 2-3-52  
 JONES, Susan (wit) DOB 2-3-52  
 SMITH, Ed (wit) DOB 2-3-52

2600 W. Chestnut Exp.  
 ARMED ROBBERY - CONV. STORE

382-22 10-19-79 MG 79-63,234  
 1203 Hrs.  
 SEARS, Roebuck & Co. (VICT)  
 SMITH, Randall (Comp-Mgt) DOB 2-22-42

1400 ST. LOUIS  
 WARENY - SHOPLIFTING / STORE

Microfilming Process

Microfilming procedure will involve two procedures. The first will be the filming of the originals which are maintained in the file folders in the records section. Each twenty (20) reports will have their own fiche jacket. Every report will have any supplements. Case reports, etc., attached to it. These files will not be microfilmed until one year has elapsed since the offense occurred. Loading of fiche is then very easily done.

The second filming process will be of the Criminal History file. At the end of the month the Criminal History File will be filmed and inserted by name of the arrestee. Length of time would be from thirty days to six months.

(Qualifier: The blue C.H. card is updated by records upon receipt of an arrest report with a disposition, or disposition from a case report. If a person is only looking for the disposition it is readily available. If he is searching for a recent case report, he will have to search either the original or the arrest file.)

Additional Microfilming Process

Microfilming of daily duplicates shall be a new process. At the present time we do not microfilm the daily duplicates as a document by itself. Rather all the incidents that make up the daily duplicates are microfilmed and placed into individual jackets. To search out related incidents that occurred in a previous year a person must find that specific month of that year.

It is proposed that the duplicates be microfilmed as a document by itself.

INITIAL  
PURGE PROCESS

Recommend before new records system is implemented that all existing records files be purged.

Procedure

All master name index cards shall be reviewed for last dated entry. If last dated entry occurred prior to January 1, 1970, it shall be removed unless there are any criminal arrests on it. All index cards not having any arrests on it shall be placed in a stack. All index cards which have an arrest on it shall be placed in a separate stack and shall be reviewed using the following process:

- A. If Felony Conviction (or multiple felony charges), keep for 12 years or age 55. Destroy if does not meet qualifications.
- B. If Misdemeanor Conviction only (no felony charges), keep for 12 years or age 55. Destroy if does not meet qualifications.

Note: Retention based on time since last arrest.

All microfiche records shall be purged at the same time.

Additional Recommendations

1. Initial study indicates that all records keeping sections (i.e., Detectives, Jailers, Juvenile, etc.) must be reviewed to see what is collected, how it is kept and reasons why.
2. There is a need to study WPC for problem identification. Examples - when do reports come in to be typed? How does that affect work load? Do reports come in during entire shift or are all dictated at end of shift? If there is a problem, it is related to field operations. Are some reports that are dictated from the Detective Division and typed by WPC needed? i.e., end of the month listing by detective. This appears to be internally related.
3. There needs to be a re-examination of procedures and methods used by clerk-typists and clerk-stenographers. Are the procedures used most efficient? Are any duties being duplicated?

FILE RETENTION SCHEDULE

<u>FILE</u>	<u>RETENTION</u>	<u>DISPOSITION</u>
I. Criminal History File		
A. If Felony Conviction (or multiple felony charges)	12 years or age 55 or deceased	Destroy
B. If Misdemeanor only (no felony charges)	12 years or age 55 or deceased	Destroy
C. If Juvenile Record (no further charges)	18th birthday 21st birthday	Inactive Destroy

- NOTE: 1. Retention based on time since  
last arrest.
2. Current laws and court rules  
may dictate alteration of  
juvenile record retention.

RECOMMENDED BASIC FILES

<u>File</u>	<u>Consists Of</u>	<u>Filing Order</u>	<u>Active Prevention</u>	<u>Purge Disposition</u>
Incident file (Reports written)	Offense Reports, Follow-up Reports, Case Reports, Impoundments, property receipts, statements, etc.	Sequential Complaint Number	Current Year plus one	Microfilm
Daily Duplicates	Same as above for public	Sequential	Current Year	Destroy
Master Name Index	Comp/Vic/Witness (white) Warrants (NA)	Alpha	Three years See File Retention Judicial Acceptance	Destroy
Criminal History	Arrest Card (blue) Arrest Reports, Statements Case Reports & Dispositions, etc.	Persons ID #	See file retention schedule	Microfilm



FILE RETENTION SCHEDULE

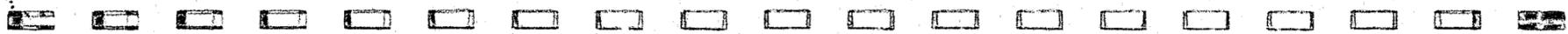
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Incident file (Reports written)	Offense Reports, Follow-up Reports, Case Reports, Impoundments, property receipts, statements, etc.	Sequential, Complaint Number	Current Year plus one	Microfilm
Daily Duplicates	Same as above for public	Sequential	Current Year	Destroy
Master Name Index	Comp/Vic/Witness (white) Warrants (NA)	Alpha	Three years See File Retention Judicial Acceptance	Destroy
Criminal History	Arrest Card (blue) Arrest Reports, Statements Case Reports & Dispositions, etc.	Persons ID #	See file retention schedule	Microfilm



APPENDIX 12

PROGRESS '80 - STAFF PROPOSALS FOR FY 80/81:

Springfield Police Department



PROGRESS  
'80

March 1980

STAFF PROPOSALS FOR FY80/81: POLICE

SPRINGFIELD POLICE DEPARTMENT  
Gordon Loveland, Chief of Police

Planning & Research

TABLE OF CONTENTS

	<u>Page</u>
Personnel Involved in Planning .....	4
Memorandum to City Administration .....	5
Section 1. Background of Police Staff Planning .....	18
Section 2. '80 Progress Proposal .....	21
2.1 Recommendation #1 .....	21
2.2 Recommendation #2 .....	24
Section 3. Coordination of Program Performance Budgeting and Reorganization .....	38
Section 4. Organization and Budget Detail .....	40
4.1 PPB Major Service Area: Safety .....	40
4.1.2 Category: Traffic Regulation .....	40
4.1.3 Category: Patrol Activities .....	43
4.1.4 Category: Criminal Investigations .....	48
4.1.5 Category: Police Support .....	52
4.2 PPB Major Service Area: Administration .....	56
4.2.1 Category: General Government .....	56
4.3 Personnel Summary .....	58
4.4 Personnel Comparisons .....	59

CHARTS

	<u>Page</u>
1. CITIES POPULATION RANKING .....	8
2. CITIES PART I CRIMES RANKING .....	9
3. CITIES NUMBER OF POLICE DEPARTMENT PERSONNEL RANKING .....	10
4. CITIES NUMBER OF SWORN POLICE RANKING .....	11
5. CITIES NUMBER OF NON-SWORN PERSONNEL RANKING .....	12
6. NUMBER OF PART I CRIMES PER 1000 POPULATION .....	14
7. NUMBER OF POLICE SWORN PERSONNEL PER 1000 POPULATION .....	15
8. NUMBER OF POLICE DEPARTMENT PERSONNEL PER 1000 POPULATION ...	16
9. PROPOSED '80 ORGANIZATIONAL CHART .....	22
10. PERSONNEL COMPARISONS .....	59

PREPARATION OF THIS STAFF STUDY AND PROPOSAL IS DUE TO THE CAREFUL CONSIDERATION AND DILIGENT PLANNING OF THE FOLLOWING:

THIRD ICAP POLICE MANAGEMENT WORKSHOP, PHASE I, October 29-31, 1979

Gordon Loveland, Chief of Police

Lt. Ira Copeland*	Lt. Ken Roach*	Capt. Richard Moses*	Lt. Mike Strobe*
Lt. David Haun	Lt. Don Brown	Sgt. Ralph Jackson	Sgt. Jack Snodgrass
Sgt. Randy Clutter	Sgt. Ron Worsham	Sgt. Walter Ayres	Sgt. Mike Brazeal
Sgt. Murl Austin	Sgt. Bob Dean	Sgt. Tony Glenn	Sgt. John Brooks

\*Team Leaders



THIRD ICAP POLICE MANAGEMENT WORKSHOP, PHASE II, November 1-3, 1979

Gordon Loveland, Chief of Police

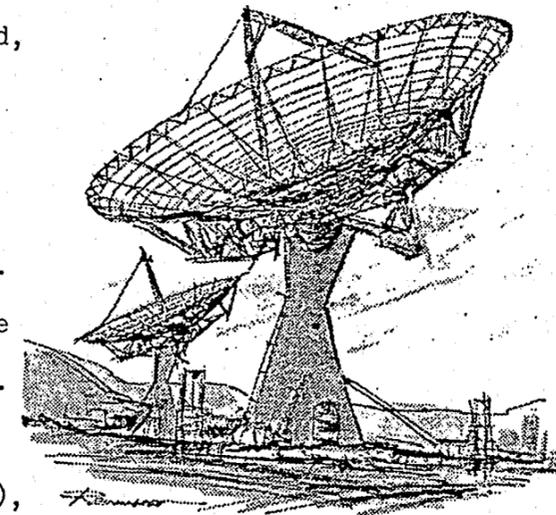
Lt. Ira Copeland*	Lt. Ken Roach*	Capt. Richard Moses*	Lt. Mike Strobe*
Lt. Bill Hensley	Lt. Ray Benton	Sgt. Bob Humphrey	Lt. E. R. Harmon
Sgt. Dale McMasters	Sgt. Ray Worley	Sgt. Dan Wilson	Sgt. Hal Smith
Sgt. Joe King	Lt. Ray Hargrave	Sgt. Marmon Grover	Sgt. Carl Malin

\*Team Leaders

TO: DON G. BUSCH, CITY MANAGER  
 FROM: GORDON LOVELAND, CHIEF OF POLICE  
 REF: PROGRESS '80, STAFF PROPOSALS FOR FY80/81: POLICE  
 DATE: MARCH 1980

The introductory paragraphs from two years ago of the Five-Year Projected Needs (March 1978) detail urgent needs of the department. The plan called for departmental reorganization and the addition of 82 personnel in FY79/80, with another 23 in FY80/81. This request was the result of extensive planning and followed two previous requests for reorganization in 1971 and 1973.

It is even more critical today to provide for an adequately organized, staffed, trained and equipped police department. In the city budget for FY76/77 authorization was for 208 employees, 186 sworn and 22 non-sworn. The FY79/80 budget provides 224 police employees, 188 sworn and 36 non-sworn. The 3-year increase in personnel is 2 sworn (+1.1%), 14 non-sworn (+63.6%), for a total of 16 (+7.7%) overall.



Nearly half the non-sworn additions were to staff the 9-1-1 Center with no relief for other urgent needs. While we are deeply appreciative of those staffing additions, the problems with which we deal have risen much more.

The 1976 Part I Crime Index, as reported by the FBI's Uniform Crime Reports was 10,254. That was 383 violent crimes and 9,871 property crimes.

The 1979 Crime Index was 12,503, up 21.9%. Violent crime rose to 600 (up by 56.7%) and property crime to 11,903 (up by 20.6%) during the same 3-year period.

In 1976 police officers handled 56,533 calls for service. In 1979 that figure was 72,321, up by 27.9%.

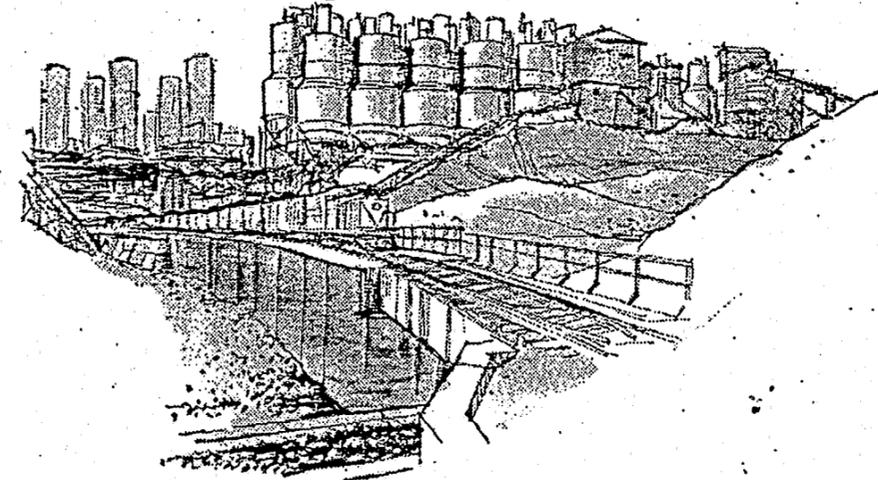
This is only part of the picture. Court requirements for testimony to prove a case is increasing all the time. It now often takes the time and commitment of 5 officers to "prove" that someone was speeding from a simple car pace of speed. The officer that ran the radar to check the patrol car for accuracy, the officer that drove the vehicle during the test, the officer that paced a speeder, the officer that ran the radar to check the patrol car subsequent to the speeding charge, and the officer that drove the vehicle during the subsequent test are called upon to testify in one case. Each of these demands and additional ordinances to enforce require more and more of officers time. Quite often, as in the case of court testimony, that time is off duty. This requires more and more compensatory time given which further depletes manpower.

The commitment of City Administration and City Council in 1978 to authorize and fund the "Immediate Needs" proposal is significant. Without that commitment the department would be in serious trouble today in terms of meeting community needs. But the Immediate Needs proposal of March 1978 was just that —



emergency needs to continue comprehensive police services.

After studying the department and the Five-Year and Immediate Needs proposals, the Crime Prevention Committee of the Springfield Area Chamber of Commerce, in a "Special Report to the People of Springfield, Missouri," took the position that "we are concerned that the Springfield, Missouri, Police Department may well have gone too conservative in its official recommendations. There is a commendable but potentially risky inclination in both the short and long term documents to try to ask for too lean a restructuring, and too few numbers of specialists to handle the real impending needs of our community." (Page 12)



They may be correct. We have compared 36 other cities of similar size to Springfield, which is both the median and mean in population (See Chart 1). The 1978 Part I Crime Index is slightly above the mean, median of those cities (Chart 2).

The 1978 total number of police employees for Springfield is 89 less than the median and 131 less than the mean (Chart 3). The 1978 total number of sworn officers is 61 less than the median and 81 less than the mean (Chart 4). Springfield has 34 fewer non-sworn employees than the median and 39 fewer than the mean (Chart 5).

CHART 1

CITIES POPULATION RANKING --- 1978

Rank	City	Population
1.	Madison, Wisc.	168,700
2.	Worcester, Mass.	166,800
3.	Kansas City, Kan.	165,300
4.	Greensboro, N. C.	163,600
5.	Montgomery, Ala.	161,400
6.	Riverside, Calif.	161,000
7.	Providence, R. I.	158,500
8.	Tacoma, Wash.	155,100
9.	Little Rock, Ark.	150,100
10.	Newport News, Va.	146,600
11.	Fort Lauderdale, Fla.	146,000
12.	Winston-Salem, N. C.	144,400
13.	Amarillo, Tex.	142,700
14.	Rockford, Ill.	142,500
15.	Raleigh, N. C.	141,900
16.	Savannah, Ga.	138,000
17.	Huntsville, Ala.	138,000
18.	Bridgeport, Conn.	134,500
19.	SPRINGFIELD, MO.	134,000 (MEDIAN, AND MEAN, AVERAGE)
20.	Stockton, Calif.	131,800
21.	Hampton, Va.	131,000
22.	Evansville, Ill.	130,100
23.	Peoria, Ill.	125,800
24.	Hartford, Conn.	124,100
25.	Lansing, Mich.	123,000
26.	Topeka, Kan.	121,400
27.	Macon, Ga.	120,600
28.	Beaumont, Tex.	115,400
29.	Hollywood, Fla.	115,000
30.	Orlando, Fla.	113,900
31.	Cedar Rapids, Ia.	110,400
32.	Columbia, S. C.	109,600
33.	South Bend, Ind.	109,300
34.	Portsmouth, Va.	108,400
35.	Ann Arbor, Mich.	106,200
36.	Pueblo, Colo.	104,600
37.	Hammond, Ind.	102,400

Population: Est. 1/1/79, 1979 Commercial Atlas and Marketing Guide (110th ed. Rand McNally and Company, p. 70.

CHART 2

CITIES PART I CRIMES RANKING --- 1978

Rank	City	Part I Crimes
1.	Hartford, Conn.	18,594
2.	Fort Lauderdale, Fla.	16,726
3.	Little Rock, Ark.	16,071
4.	Kansas City, Kan.	15,459
5.	Tacoma, Wash.	13,463
6.	Riverside, Calif.	13,394
7.	Orlando, Fla.	12,992
8.	Stockton, Calif.	12,611
9.	Worcester, Mass.	12,577
10.	Bridgeport, Conn.	12,467
11.	Providence, R. I.	12,403
12.	Madison, Wisc.	12,294
13.	Montgomery, Ala.	11,988
14.	Columbia, S. C.	11,099
15.	SPRINGFIELD, MO.	11,032
16.	Winston-Salem, N. C.	10,971
17.	Peoria, Ill.	10,929
18.	Huntsville, Ala.	10,770
19.	Hollywood, Fla.	10,719 (MEDIAN, AND MEAN, AVERAGE)
20.	Greensboro, N. C.	9,742
21.	Rockford, Ill.	9,684
22.	Savannah, Ga.	9,473
23.	Topeka, Kans.	9,111
24.	Beaumont, Tex.	9,068
25.	Evansville, Ind.	8,923
26.	Cedar Rapids, Ia.	8,909
27.	Amarillo, Tex.	8,874
28.	South Bend, Ind.	8,468
29.	Raleigh, N. C.	8,448
30.	Lansing, Mich.	8,385
31.	Macon, Ga.	7,764
32.	Ann Arbor, Mich.	7,446
33.	Newport News, Va.	7,350
34.	Hammond, Ind.	6,947
35.	Hampton, Va.	6,458
36.	Pueblo, Colo.	6,439
37.	Portsmouth, Va.	5,869

Crime: Crime in the United States 1978, Federal Bureau of Investigation.

CHART 3

CITIES NUMBER OF POLICE DEPARTMENT PERSONNEL RANKING --- 1978

Rank	City	Total Personnel
1.	Orlando, Fla.	553
2.	Fort Lauderdale, Fla.	549
3.	Worcester, Mass.	540
4.	Hartford, Conn.	530
5.	Providence, R. I.	497
6.	Greensboro, N. C.	426
7.	Bridgeport, Conn.	405
8.	Kansas City, Kan.	402
9.	Winston-Salem, N. C.	396
10.	Montgomery, Ala.	387
11.	Hollywood, Fla.	372
12.	Madison, Wisc.	370
13.	Lansing, Mich.	349
14.	Raleigh, N. C.	348
15.	Little Rock, Ark.	339 (MEAN, AVERAGE)
16.	Peoria, Ill.	316
17.	Amarillo, Tex.	304
18.	South Bend, Ind.	300
19.	Tacoma, Wash.	297 (MEDIAN)
20.	Riverside, Calif.	293
21.	Topeka, Kan.	292
22.	Rockford, Ill.	289
23.	Newport News, Va.	282
24.	Evansville, Ind.	278
25.	Stockton, Calif.	278
26.	Huntsville, Ala.	277
27.	Savannah, Ga.	274
28.	Columbia, S. C.	272
29.	Hampton, Va.	250
30.	Pueblo, Colo.	246
31.	Beaumont, Tex.	243
32.	Macon, Ga.	240
33.	Portsmouth, Va.	210
34.	SPRINGFIELD, MO.	208
35.	Hammond, Ind.	198
36.	Cedar Rapids, Ia.	197
37.	Ann Arbor, Mich.	182

Police Personnel: 1979 Municipal Year Book, International City Management Association, pp. 189-192.

CHART 4

CITIES NUMBER OF SWORN POLICE RANKING --- 1978

Rank	City	Total Sworn
1.	Worcester, Mass.	466
2.	Hartford, Conn.	434
3.	Providence, R. I.	430
4.	Orlando, Fla.	416
5.	Fort Lauderdale, Fla.	407
6.	Bridgeport, Conn.	373
7.	Greensboro, N. C.	356
8.	Montgomery, Ala.	346
9.	Winston-Salem, N. C.	309
10.	Kansas City, Kan.	303
11.	Madison, Wisc.	299
12.	Lansing, Mich.	296
13.	Raleigh, N. C.	295
14.	Little Rock, Ark.	275
15.	Rockford, Ill.	267 (MEAN, AVERAGE)
16.	Hollywood, Fla.	266
17.	South Bend, Ind.	255
18.	Evansville, Ind.	253
19.	Newport News, Va.	247 (MEDIAN)
20.	Tacoma, Wash.	242
21.	Peoria, Ill.	235
22.	Amarillo, Tex.	235
23.	Riverside, Calif.	229
24.	Hampton, Va.	225
25.	Columbia, S. C.	224
26.	Stockton, Calif.	222
27.	Savannah, Ga.	213
28.	Pueblo, Colo.	209
29.	Topeka, Kan.	208
30.	Huntsville, Ala.	208
31.	SPRINGFIELD, MO.	186
32.	Hammond, Ind.	186
33.	Macon, Ga.	186
34.	Portsmouth, Va.	177
35.	Beaumont, Tex.	169
36.	Ann Arbor, Mich.	151
37.	Cedar Rapids, Ia.	149

Sworn Police: 1979 Municipal Year Book, International City Management Association, pp. 189-192.

CHART 5

CITIES NUMBER OF NON-SWORN PERSONNEL RANKING --- 1978

Rank	City	Total Non-Sworn
1.	Fort Lauderdale, Fla.	142
2.	Orlando, Fla.	137
3.	Hollywood, Fla.	106
4.	Kansas City, Kan.	99
5.	Hartford, Conn.	96
6.	Winston-Salem, N. C.	87
7.	Topeka, Kan.	84
8.	Peoria, Ill.	81
9.	Beaumont, Tex.	74
10.	Worcester, Mass.	74
11.	Madison, Wisc.	71
12.	Greensboro, N. C.	70
13.	Amarillo, Tex.	69
14.	Huntsville, Ala.	69
15.	Providence, R. I.	67
16.	Little Rock, Ark.	64
17.	Riverside, Calif.	64
18.	Savannah, Ga.	61 (MEAN, AVERAGE)
19.	Stockton, Calif.	56 (MEDIAN)
20.	Tacoma, Wash.	55
21.	Macon, Ga.	54
22.	Lansing, Mich.	53
23.	Raleigh, N. C.	53
24.	Cedar Rapids, Ia.	48
25.	Columbia, S. C.	48
26.	South Bend, Ind.	45
27.	Montgomery, Ala.	41
28.	Pueblo, Colo.	37
29.	Newport News, Va.	35
30.	Portsmouth, Va.	33
31.	Bridgeport, Conn.	32
32.	Ann Arbor, Mich.	31
33.	Hampton, Va.	25
34.	Evansville, Ind.	25
35.	Rockford, Ill.	22
36.	SPRINGFIELD, MO.	22
37.	Hammond, Ind.	12

Non-Sworn Personnel: 1979 Municipal Year Book, International City Management Association, pp. 189-192.



The 1978 Part I Crimes per 1000 population is 82.3, slightly above the mean and 6.3 above the median. The 1978 number of sworn officers in Springfield per 1000 population is 1.39, 24% lower than the median and 31% lower than the mean (Chart 7). The total number of personnel per 1000 population is 1.55, 31% below the median and 37% below the mean.

When the staff and I worked on our proposal in the fall of 1979, we dealt with these problems, coupled with austere budget projections. The 1978 organization proposal was studied, along with staffing, and the difficulties that face the department. We considered every way possible to get maximum effectiveness from our current structure. The 1978 organization proposal, which was not approved, was redesigned and trimmed to include only two bureaus.

A total organization becomes a transforming continuum of physical, human, and mechanical energy expended in time and place. Often managers must communicate and coordinate activities without the full knowledge of the consequences of decisions they make. Today we require a broader concept and definition of organization to match the changing dynamics of information systems and the difficulties encountered in management.

The organizational chart of structural relationships hanging on the wall like the tip of an iceberg reveals only a small part of its mass. The most important relationships are hidden from view.

Especially now, at the time of selecting a new chief of police, we cannot

CHART 6

NUMBER OF PART I CRIMES PER 1000 POPULATION --- 1978

Rank	City	Per 1000
1.	Hartford, Conn.	149.8
2.	Fort Lauderdale, Fla	114.6
3.	Orlando, Fla.	114.1
4.	Little Rock, Ark.	107.1
5.	Columbia, S. C.	101.3
6.	Stockton, Calif.	95.7
7.	Kansas City, Kan.	93.5
8.	Hollywood, Fla.	93.2
9.	Bridgeport, Conn.	92.7
10.	Peoria, Ill.	86.9
11.	Tacoma, Wash.	86.8
12.	Riverside, Calif.	83.2
13.	SPRINGFIELD, MO.	82.3
14.	Cedar Rapids, Ia.	80.7
15.	Beaumont, Tex.	78.6 (MEAN, AVERAGE)
16.	Providence, R. I.	78.3
17.	Huntsville, Ala.	78.0
18.	South Bend, Ind.	77.5
19.	Winston-Salem, N. C.	76.0 (MEDIAN)
20.	Worcester, Mass.	75.4
21.	Topeka, Kan.	75.0
22.	Montgomery, Ala.	74.3
23.	Madison, Wisc.	72.9
24.	Ann Arbor, Mich.	70.1
25.	Evansville, Ind.	68.6
26.	Savannah, Ga.	68.6
27.	Lansing, Mich.	68.2
28.	Rockford, Ill.	68.0
29.	Hammond, Ind.	67.8
30.	Macon, Ga.	64.4
31.	Amarillo, Tex.	62.2
32.	Pueblo, Colo.	61.6
33.	Raleigh, N. C.	59.5
34.	Greensboro, N. C.	59.5
35.	Portsmouth, Va.	54.1
36.	Newport News, Va.	50.1
37.	Hampton, Va.	49.3

Population: Est. 1/1/79, 1979 Commercial Atlas and Marketing Guide (110th ed.)  
Rand McNally and Company, p. 70.

Crime: Crime in the United States 1978, Federal Bureau of Investigation.

CHART 7

NUMBER OF POLICE SWORN PERSONNEL PER 1000 POPULATION --- 1978

Rank	City	Per 1000
1.	Orlando, Fla.	3.65
2.	Hartford, Conn.	3.50
3.	Fort Lauderdale, Fla.	2.79
4.	Worcester, Mass.	2.79
5.	Bridgeport, Conn.	2.77
6.	Providence, R. I.	2.71
7.	Lansing, Mich.	2.41
8.	South Bend, Ind.	2.33
9.	Hollywood, Fla.	2.31
10.	Greenboro, N. C.	2.18
11.	Montgomery, Ala.	2.14
12.	Winston-Salem, N. C.	2.14
13.	Raleigh, N. C.	2.08
14.	Columbia, S. C.	2.04
15.	Pueblo, Colo.	2.00 (MEAN, AVERAGE)
16.	Evansville, Ind.	1.94
17.	Peoria, Ill.	1.87
18.	Rockford, Ill.	1.87
19.	Little Rock, Ark.	1.83 (MEDIAN)
20.	Kansas City, Kan.	1.83
21.	Hammond, Ind.	1.82
22.	Madison, Wisc.	1.77
23.	Hampton, Va.	1.72
24.	Topeka, Kan.	1.71
25.	Stockton, Calif.	1.68
26.	Newport News, Va.	1.68
27.	Amarillo, Tex.	1.65
28.	Portsmouth, Va.	1.63
29.	Tacoma, Wash.	1.56
30.	Macon, Ga.	1.54
31.	Savannah, Ga.	1.54
32.	Huntsville, Ala.	1.51
33.	Beaumont, Tex.	1.46
34.	Ann Arbor, Mich.	1.42
35.	Riverside, Calif.	1.42
36.	SPRINGFIELD, MO.	1.39
37.	Cedar Rapids, Ia.	1.35

Population: Est. 1/1/79, 1979 Commercial Atlas and Marketing Guide (110th ed.)  
Rand McNally and Company, p. 70.

Sworn Police: 1979 Municipal Year Book, International City Management Association  
pp. 189-192.

CHART 8

NUMBER OF POLICE DEPARTMENT PERSONNEL PER 1000 POPULATION --- 1978

Rank	City	Per 1000
1.	Orlando, Fla.	4.86
2.	Hartford, Conn.	4.27
3.	Fort Lauderdale, Fla.	3.76
4.	Worcester, Mass.	3.24
5.	Hollywood, Fla.	3.23
6.	Providence, R. I.	3.14
7.	Bridgeport, Conn.	3.01
8.	Lansing, Mich.	2.84
9.	Winston-Salem, N. C.	2.74
10.	South Bend, Ind.	2.74
11.	Greensboro, N. C.	2.60
12.	Peoria, Ill.	2.51
13.	Columbia, S. C.	2.48
14.	Raleigh, N. C.	2.45 (MEAN, AVERAGE)
15.	Kansas City, Kan.	2.43
16.	Topeka, Kan.	2.41
17.	Montgomery, Ala.	2.40
18.	Pueblo, Colo.	2.35
19.	Little Rock, Ark.	2.26 (MEDIAN)
20.	Madison, Wisc.	2.19
21.	Evansville, Ind.	2.14
22.	Amarillo, Tex.	2.13
23.	Beaumont, Tex.	2.11
24.	Stockton, Calif.	2.11
25.	Rockford, Ill.	2.03
26.	Huntsville, Ala.	2.01
27.	Macon, Ga.	1.99
28.	Savannah, Ga.	1.99
29.	Portsmouth, Va.	1.94
30.	Hammond, Ind.	1.93
31.	Newport News, Va.	1.92
32.	Hampton, Va.	1.91
33.	Tacoma, Wash.	1.91
34.	Riverside, Calif.	1.82
35.	Cedar Rapids, Ia.	1.78
36.	Ann Arbor, Mich.	1.71
37.	SPRINGFIELD, MO.	1.55

Population: Est. 1/1/79, 1979 Commercial Atlas and Marketing Guide (110th ed.),  
Rand McNally and Company, p. 70.

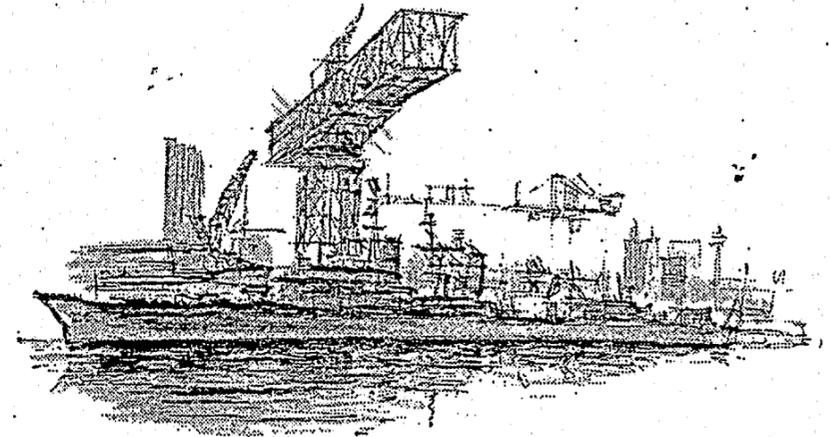
Police Personnel: 1979 Municipal Year Book, International City Management Association  
pp. 189-192.

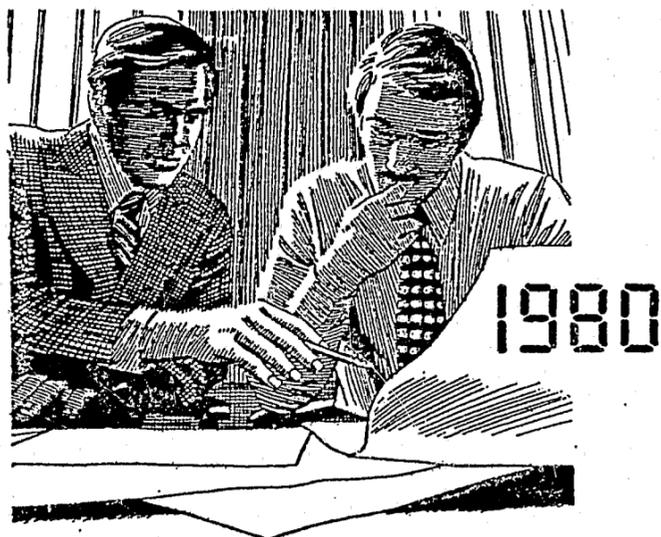
delay these critical needs of the police department. Whether that chief be selected from within or without the department, he needs the best opportunity that can be afforded him "going in" to serve this community.

"First, the police must assume the initiative by accepting crime as a responsibility and by organizing themselves to effectively direct activities to maximize time and available resources. Second, the large number of police programs and concepts must be integrated in a logic framework, so that positive interrelationships of functions and activities can be defined, properly ordered, and effectively utilized. Finally, sound management practices must be adopted to increase the effectiveness and efficiency of police organizations while reducing, or at least stabilizing costs."

(ICAP Program Implementation Guide, Washington, D.C.: LEAA, 1977, p. 2.)

The following proposal is toward that end.





#### Section 1. BACKGROUND OF POLICE STAFF PLANNING

When the staff officers met in late October and early November to consider needed organizational changes in the police department, they were furnished with the 1978 Five-Year Plan, Program Performance Budget information and City growth and revenue projections. They were instructed not to expect fulfillment of the Five-Year Plan due to budget constraints, but to plan for even leaner recommendations than ever before.

The first group, meeting October 29-31, developed essentially the same organizational chart as presented herein. They listed an absolute minimum of 32 additional personnel for FY80/81. The second group, meeting November 1-3, developed much the same chart again, with a bare minimum of 52 additional personnel for FY80/81 listed. The 4 Team Leaders were assigned to study the lists and make further recommendations, coordinating the two separate proposals.

The 32 to 52 essential personnel were trimmed to 29 "absolutes" by the Team Leaders, and are given as follows (the number of personnel in each position is in parenthesis):

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- Police Majors (2)

Commanders of the Operations and Services Bureaus

- Police Captain (1)

Commander of the Uniform Division, which includes the Patrol Section, Traffic Section, and Police Reserves.

- Police Sergeants (5)

One to supervise the Special Investigations Unit; one to supervise the Career Progress/Crime Prevention Unit; and 3 to supervise each of 3 shifts of Communication/Detention Units in the Technical Section.

- IIAU Detective (1)

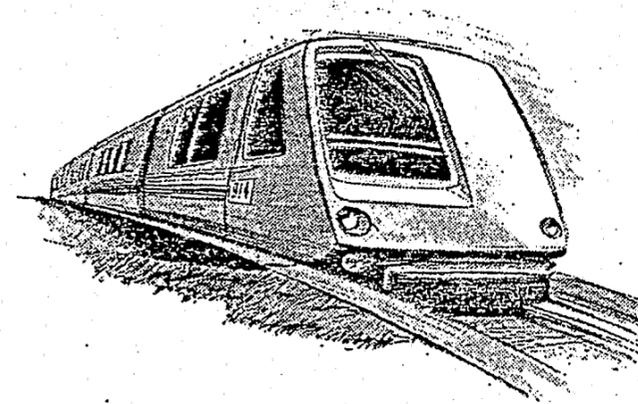
Investigator for Inspections and Internal Affairs Unit. A regular detective is assigned there now and compensated with out-of-title pay. This creates a shortage in CID.

- Training Officer (1)

Training Officer to work with the range program and other career development and crime prevention in the Career Progress/Crime Prevention Unit. A regular detective has to be assigned there now which creates a further shortage in CID.

- Patrolmen (14)

4 to be assigned to the Special Investigations Unit; and 10 to the Patrol Section for field duties. This would be a net gain of 13 in patrol (one for each squad) if the office patrolman in Traffic is replaced with a Clerk-Typist II, and if the 2 dog handler positions are phased out.



- Administrative Clerk II (1)

One to supervise the Records and Word Processing Unit in the Planning & Research Section.

- Clerk-Steno II (3)

To provide regular clerk-steno services to the Uniform Division, Detective Section, and Traffic

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Section. Patrol does not now have this service available and both CID and Traffic "borrow" clerk-stenos from Records and WPC.

• Clerk-Typist II (1)

To provide clerical duties and assistance to insurance adjustors' requests in the Traffic Section. This would replace a patrolman who will retire soon, with the patrolman position moved to the Patrol Section (See Patrolmen above).

The 4 Team Leaders met on Wednesday, January 9, 1980, with instructions to further reduce the number of personnel requested for FY80/81 and to prioritize that list. Since each of the 29 "absolutes" were seen as extremely essential positions, it was difficult to select priorities from the list.

Each of the Team Leaders and staff officers were involved in listing priorities. Each expressed a deep concern for the effectiveness and efficiency of the department in terms of police service delivery to the community. Each has not only examined the day-to-day "real world" deficiencies in current strength and organization, but must deal with those inadequacies every day.

The official departmental recommendations for FY80/81, as approved by the Chief of Police, are detailed in the following section.

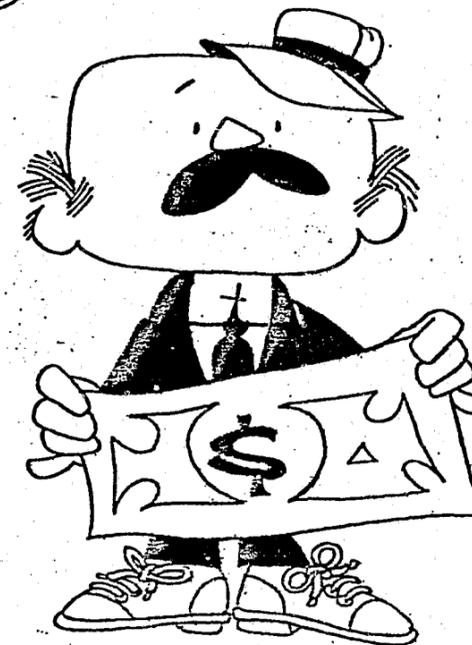


Section 2. '80 PROGRESS PROPOSAL

The current organization, constrained by budget divisions/categories and subsequent manpower allocations is not considered to be the most effective in terms of operation. A number of problems of span of control, unity of command, and accountability exist.

2.1 RECOMMENDATION #1

That the City of Springfield officially approve and authorize the organization structure as shown on the chart of the following page for the Springfield Police Department, as of July 1, 1980.



2.1.1 This will require that the budget document be modified as detailed in Sections 3 and 4. Program Performance Budget base data will remain the same.

2.1.1.1 This would create a Special Investigations Unit under the direct supervision of the Chief's office. Personnel are requested in Recommendation #2.

2.1.1.2 This would move 1 detective from CID to the IIAU, which City Council has previously authorized but for which no monies were appropriated. (See paragraph 4.2.1)

2.1.1.3 This would create 2 Bureaus on the chart, with no request for FY80/81 to staff them with command personnel.

2.1.1.4 The Crime Lab would be placed under the Services Bureau from the present location of CID.



2.1.2 Approval of this recommendation will create an organized structure for orderly future growth and development of the department. Those positions shown on the chart with dashed (---) lines are those for which no funding is requested in FY80/81.

2.2 RECOMMENDATION #2

That the City of Springfield authorize and appropriate necessary funding for 15 additional personnel as of July 1, 1980. The priorities for those positions are listed as follows:

PRIORITY	CATEGORY	NEW PERSONNEL	FY80/81 Salaries PRIORITY CUMULATIVE	
1	Patrol Activities	Police Sergeants (3)	\$64,050	\$64,050
2	General Government	Police Captain (1)	26,630	90,680
3	Police Support	Adm. Clerk II (1)	13,020	103,700
4	Patrol Act/Gen Govt	Patrolmen (10)	156,500	260,200



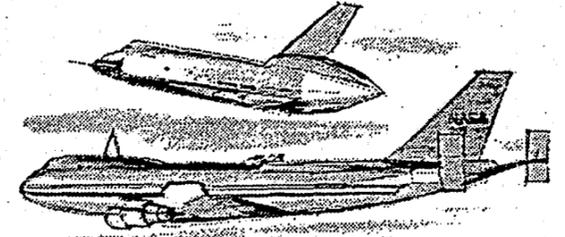
2.2.1 PRIORITY #1 - 3 POLICE SERGEANTS

Duties and responsibilities related to the police communications center have increased substantially during the past few years. In addition to coordination and dispatch of police field units, the center has considerable and complex obligations for the

Missouri Uniform Law Enforcement System (MULES) computer terminal, radio frequency and telephone logging recorder, National Warning System (NAWAS), Emergency 9-1-1, and 24-hour police telephone answering.

The detention operation must keep a number of accurate records, gas police vehicles, account for and secure personal property of prisoners, provide for security of the jail, compound, and headquarters building, provide safety and security of prisoners held, provide prisoner booking and other processing,

run breathalyzer tests, and are responsible for all prisoner transfer, including field arrests to the booking room.



The Telephone Complaint System (TelCom) officers handle nearly 12% of all police calls for service, freeing up field

officers additional time for preventive patrol. They also handle all walk-in service needs and numerous records responsibilities.

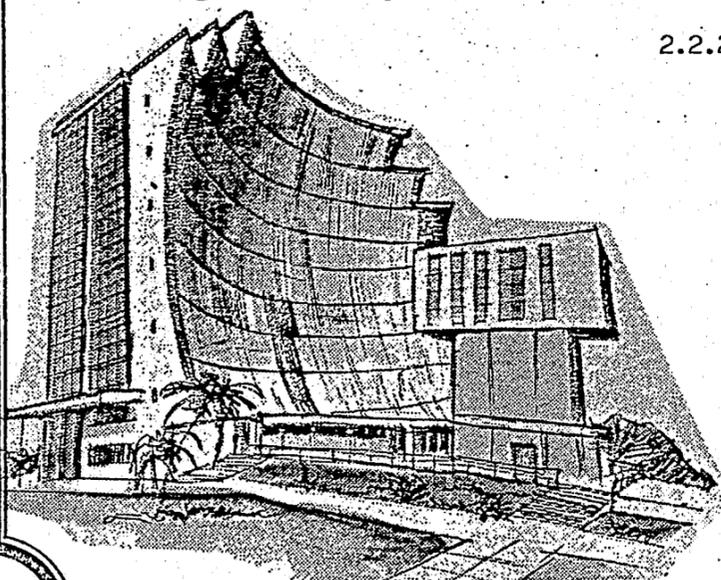
Scheduling of communications, detention, and TelCom personnel, including all shift assignments and changes required for optimum utilization of personnel; coordination and cooperation with other agencies and organizations to ensure maximum public safety effectiveness; seeing that all employees comply with policies, regulations, procedures and recordkeeping assignments for the department, city, state agencies, and federal agencies; and day-to-day supervision are responsibilities delegated to the patrol watch commanders in addition to field responsibilities. These 40 personnel, and their complex operations, occupy a large percentage of watch commanders' time away from the patrol operation. Since there is no intermediate supervision, 40 personnel added to those in the field operation create a phenomenal span of control responsibility on those commanders.

In addition, there must be training on all computer hardware and software, all other systems hardware, policies, procedures and regulations; review and audit of all records; maintenance and supply; development and revision of procedures and guidelines; retrieval, analysis, and collation of data from

tapes and written records; warning point supervision for NAWAS updating, tests, and inspections; budget preparation and monitoring; inspections; and someone to work out problems with procedures and equipment. These tasks are now handled by the Courts Liaison Officer, who must devote nearly 90% of his work time, thus providing for little court liaison. He must be completely detached quite often for projects relating to the communications center.

"It is the rule rather than the exception to find that police departments throughout the nation have been plagued by an ever-increasing demand for police services. The burden has been especially felt by communications center and patrol personnel in their attempt to orchestrate the field resources of a department towards meeting the calls-for-service demand." (The Role of Communications in Managing Patrol Operations, Washington, D. C.: LEAA, 1978, p. 10.)

The 3 police sergeants requested would provide for supervisory and managerial responsibility in all the above areas for each of 3 shifts. If this request is disapproved, these essential support services must continue to be provided; albeit often with operational and managerial deficiency, and continuing inefficiency.

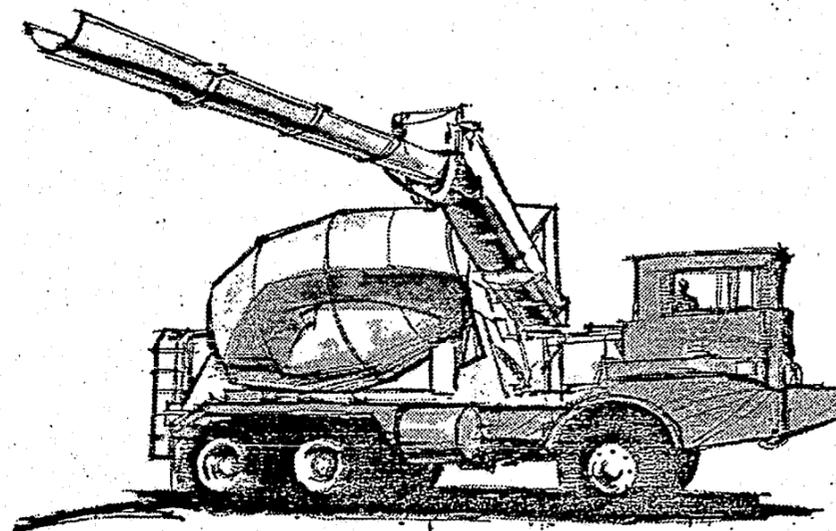


2.2.2 PRIORITY #2 - 1 POLICE CAPTAIN

"In an age measured by gigamile in space, lightinch in optical scanners, megawatt in nuclear power plants, and megadollar in national budgets, managers must accept and manage complexity. But present management theory built upon past practices,

entrepreneurial behavior, and individual relationships does not apply to today's problems." (James C. Stephens, Managing Complexity (Mt. Airy: Lomond Books, 1977, p. 209.)

A police agency in this complex age must develop a police service delivery concept that focuses on building a structured approach to the management and integration of police services. There must be a framework for the integration of the various police service delivery functions and support services as a solid developmental base for increasing the overall effectiveness and efficien-



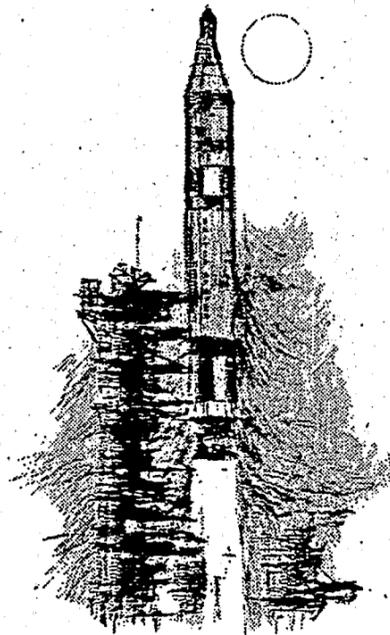
cy of a police organization.

"The emerging maturation of the police function has been stimulated by the growing recognition of certain key issues that have surfaced over the last decade. First, there is an apparant conflict in police goals. Recent studies have dispelled the myth that the police officer spends most of his time engaged in crime-related activities. On the contrary, it is now realized that, on the average, police officers spend only a small proportion of their available time in crime-related activities. In fact, far greater blocks of a police officer's

time are consumed by activities related to crisis intervention and order maintenance. The conflict arises when one considers that police organizations place crime-related activities at the top of a goals hierarchy when most of their time is, by demand, consumed in other, non-crime-related activities. This apparent conflict has stemmed from the ever increasing pressures placed on the police to become more responsive to a multitude of community needs. The net results of such pressure have been a poorly organized concept and logic flow of the police function and an abrogation of the crime responsibility.

"Second, the police have assumed an almost totally reactive style of administration and operations. This stance largely has been precipitated by constant and increasing demands for police service. Additional factors include constricting court decisions, police unionization, increased litigation, and increased political visibility. The response to this litany of pressures has been the creation of a style of policing characterized by low productivity, unstructured management of resources, and an emphasis placed more on controlling available police manpower. In addition, this reactive posture has resulted in a typical situation where crime problems have been addressed on a short-term basis through special task forces and, frequently, by poorly organized and fragmented special anticrime efforts.

"Third, a proliferation of police-related programs has been developed, far too often without first obtaining insight into the range of feasible alternative solutions available to apply to a particular problem. The rush to be innovative, brought on by public pressure and the availability of Federal funds, has created both positive and negative results. On the good side, there now exists a large body of police literature and experience that can and should be integrated into the police service delivery process. On the other hand,



many programs have been developed that were competitive instead of compatible, poorly thought out instead of well-conceived, and peripheral to the police function. Thus, developmental efforts in the police area have dwelt on solutions, while backing into the analysis and decision processes that should occur before solutions are developed.

"Finally, because the police role encompasses a wide range of extremely complex and involved functions, attempts to quantify specific police tasks for eventual productivity improvement have proven to be extraordinarily difficult. Most departments have attempted to meet the challenge of local austerity pressures and increased productivity by emphasizing the improvement of specific techniques and increased organizational output (such as increased arrest rates). This has been done with the hope that overall police effectiveness would thereby be enhanced. However, such attempts at quantification have served to create unrealistic and erroneous impressions of improved productivity. Moreover, they have failed to address the more significant problem of increased organizational effectiveness and efficiency." (ICAP Program Implementation Guide, Washington, D. C.: LEAA, 1978, pp. 1-2.)

To resolve the dilemma of police priorities and proper utilization of resources, administrative officials must manage a systematic approach to the planning and integration of police service delivery. The police manager who is able to react to problems and manage organized complexity gives life and purpose to the enterprise. There are no single and no easy answers to the

complex human and technical problems of today. In a rapidly changing world, police managers cannot escape the growing demands upon their time and energy.

Police administrators must make decisions based upon a planned strategy which provides timely decisions on all policy, procedural matters, methods of operation, personnel requirements, and support and information systems. The administrators' strategy also must provide for information feedback to adjust plans according to requirements. The administrator must have a strategy for maximizing the function of supervision which allocates human resources and distributes energy in the department.

The administrator's strategy for effective and efficient police service delivery in a technological world must accommodate to the changing characteristics of population. A strategy for handling information or technological change is required to enable administrators to take advantage of better service opportunities. The administrator must have a strategy to attain the goals of the organization and to communicate them to all persons in an understandable fashion.

Administrators must have a strategy which motivates individual performance without controlling it. He must be able to deal with power relationships, for the natural result of the introduction of change in work habits, procedures, and beliefs is a conflict between organization requirements and people's needs. He must create a strategy to overcome barriers to communications among people.

A police administrator must also develop a strategy to understand and work within the belief systems of the total organization. In his relationship with other people, the administrator must develop a strategy to protect human values. Probably the greatest challenge to the administrator is to create an organization which meets tomorrow's needs. No greater challenge faces police

administration today than understanding and applying to community police service the profusion of ideas generated in a complex changing world.

"Managers live in a dynamic age which requires greater knowledge, sharper skills, and a management philosophy which accepts complexity and uncertainty." (Managing Complexity, p. 269.)

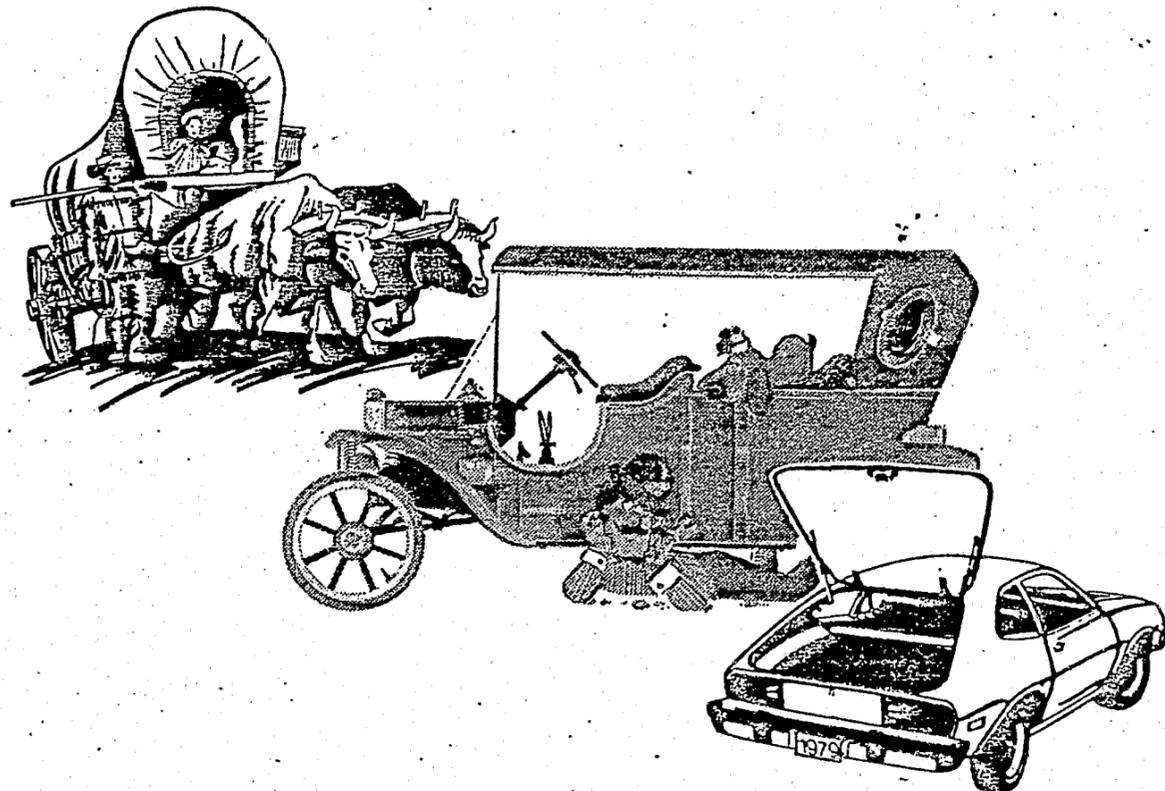
The Springfield Police Department is situated in a rapidly growing community with increasing and complex service needs. The Chief of Police, who at one time had the availability of an Assistant Chief, must face these complexities and needs alone. While they are all ultimately his responsibility his time and energy is not only required as top administrator, but he must at the same time directly coordinate all operational and support functions. This has grown into a task that is not wholly achievable by one person. While the current Chief of Police has an outstanding record, we are years past the era where he can "do it all." A new chief will, perhaps, face these overwhelming complexities without the advantage of knowing the needs and resources of the community and department.

While the addition of Bureau Commanders are needed, the only request here for FY80/81 is for a commander of the Uniform Division. If this request is disapproved, we must expect that the chief executive will continue to achieve what he can as one person.



2.2.3 PRIORITY #3 - 1 ADMINISTRATIVE CLERK II

"Generally speaking, a police manager can improve his problem-solving and decisionmaking skills by using information efficiently. Because information is the raw material with which police managers work, the most effective way to improve managerial performance is to improve the use of information. Since the ICAP concept focuses on the analysis of information to enhance the quality and types of decisions concerning police service delivery, the reference here is to information of an operational rather than administrative nature. Hence, the data collection component of the ICAP model is concerned with the collection and ordering of information generated by department field elements such as patrol, investigation, traffic, juvenile, warrant



Planning &amp; Research

service, and intelligence units.

"The records management function in a police department is responsible primarily for the systematic control of department records from creation through storage and maintenance to final case disposition. As such, the records division is viewed as performing an essentially archival, support function through the following activities:

- Receiving and verifying all reports.
- Extracting data that are needed for submission of various periodic reports (i.e., Uniform Crime Reports), and for input into departmentwide computerized information systems.
- Distributing internal, courts, and prosecutive copies of department reports, as required.
- Indexing and filing of agency copies of all reports.
- Processing requests (internal and external) for information pertaining to investigative and other police services.
- Maintenance of department files, ledgers, and reports!

(ICAP Program Implementation Guide, Washington, D. C.: LEAA, 1977, pp. 6-7.)

The first key component of the police management model is data collection. Everything that follows (analysis, planning, service delivery) is dependent on that data collection process. The beginning point for important departmental data collection is central records. Criminal investigations will have limited success without timely and accurate records. Crime, operations, and/or intelligence analysis must depend on timely and accurate records. Planning is counterproductive if based on poor and/or outdated analysis and records. Our central records system is currently 6 months behind. We have kept this responsibility assigned to the Administrative Clerk who has full-time duties in the Chief's office. Staffing has been primarily by PSE employees who stay short periods of time.

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Both Ernst & Whinney, local ICAP project evaluators, and University City Science Center, national ICAP evaluators, have noted our problems with records. There are also many legal constraints with regard to records. Federal guidelines to assure privacy and campaigns such as the current one in Seattle ("When Policemen Become Spies," Parade, February 10, 1980, p. 13.) to stop a number of "intelligence" type records are indicative of the complexities of records systems of police agencies. The quality of police service delivery in the community depends to a great extent upon the support of timely and accurate records.

The National Advisory Commission on Criminal Justice Standards and Goals has set forth the following standard: "Every police agency should establish a cost-effective, compatible information system to collect, store, and retrieve information moving through the agency. The use of such a system should be directed toward crime reduction without sacrificing local autonomy." (Standard 24.3)

A new records system, developed by the Information Management Committee of ICAP, should help alleviate some of the problems of central records over a period of time. However, the responsibility of that day-to-day operation, and the word processing component of records, needs to be placed to one supervisor who is accountable specifically for that function; the addition of an Administrative Clerk II would meet that need.

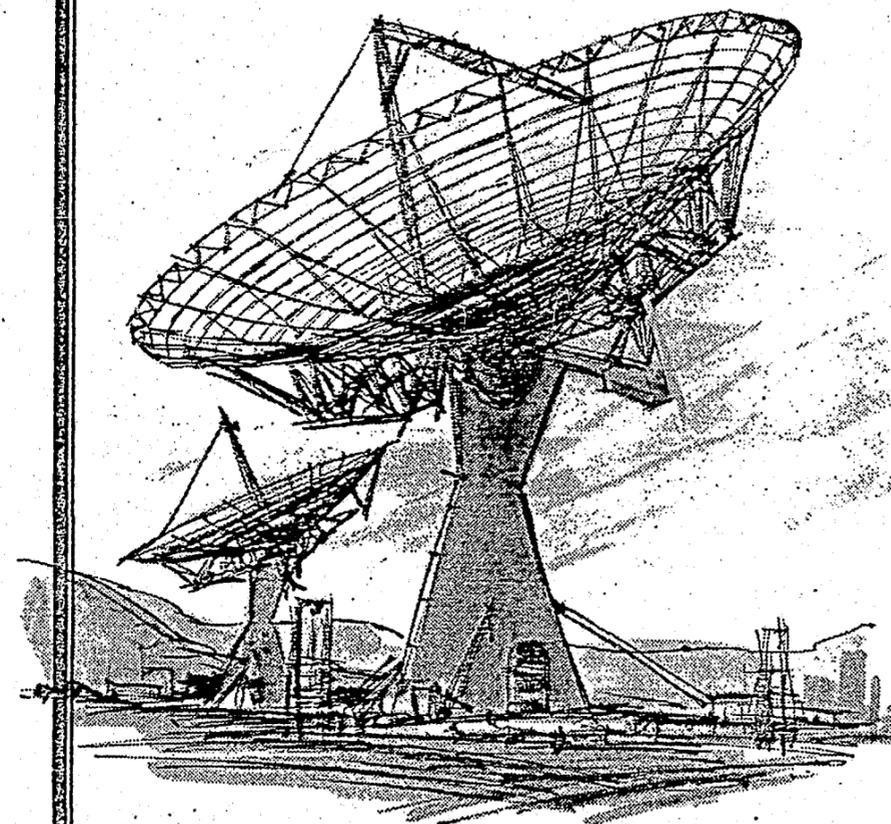
If this request is disapproved, the records function must continue. As long as it is handled as under the present system, it will never be the vital support it must necessarily be.

2.2.4 PRIORITY #4 - 10 PATROLMEN

August Bequai, an attorney who specializes in the legal aspects of technology and crime, says in his new book, Organized Crime: The Fifth Estate (Lexington: D. C. Heath and Company, 1979.), that although organized crime now has "the power to injure and enslave" of a tyrannical government, few safeguards have been established to protect the individual against organized crime. He also suggests the need for new models for law enforcement personnel to follow in order to deal effectively with the increase in organized crime.

Benjamin R.

Civiletti, U. S. Attorney General, recently told the police chiefs attending the International Association of Chiefs of Police (IACP) Convention in Dallas that "economic crime is not easily detected and is very difficult to investigate and prosecute. I urge you to take positive steps to seek out fraud and public corruption, to institute training programs where

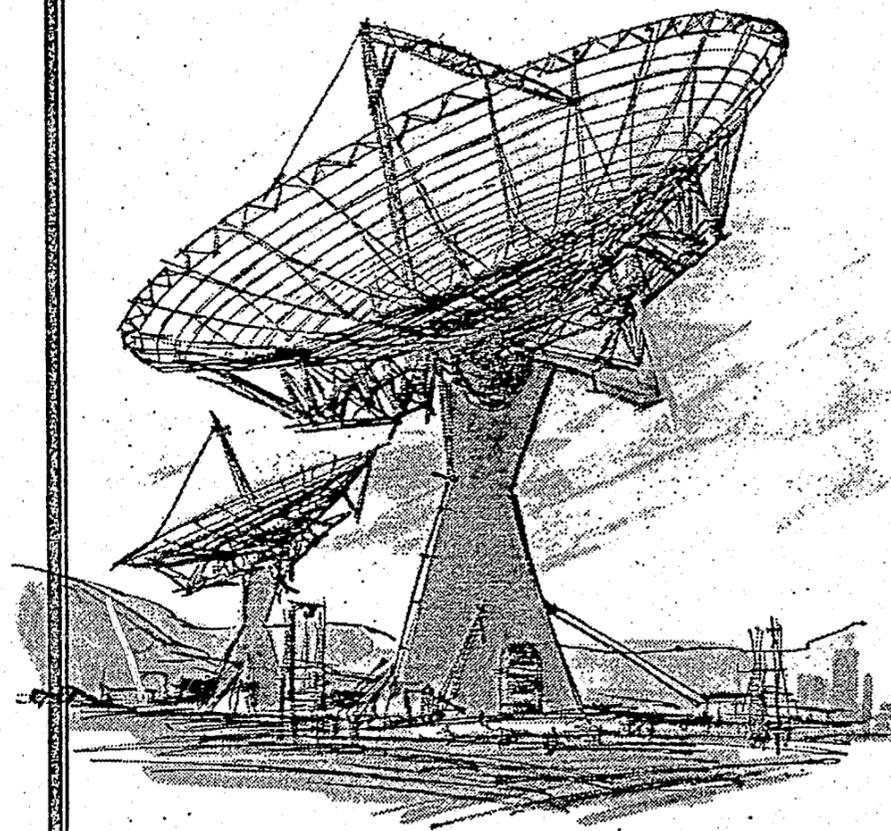


## 2.2.4 PRIORITY #4 - 10 PATROLMEN

August Bequai, an attorney who specializes in the legal aspects of technology and crime, says in his new book, Organized Crime: The Fifth Estate (Lexington: D. C. Heath and Company, 1979.), that although organized crime now has "the power to injure and enslave" of a tyrannical government, few safeguards have been established to protect the individual against organized crime. He also suggests the need for new models for law enforcement personnel to follow in order to deal effectively with the increase in organized crime.

Benjamin R.

Civiletti, U. S. Attorney General, recently told the police chiefs attending the International Association of Chiefs of Police (IACP) Convention in Dallas that "economic crime is not easily detected and is very difficult to investigate and prosecute. I urge you to take positive steps to seek out fraud and public corruption, to institute training programs where



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necessary, to make the cop on the street more aware and more vigilant, and to work closely with our new economic crime enforcement units that are being established around the country." He said that the U. S. Department of Justice plans to establish economic crime enforcement offices in approximately 30 cities over the next 2 years with 150 federal prosecutors assigned to them.

The National Advisory Commission on Criminal Justice Standards and Goals has set forth the following standards: "Every police agency should acknowledge the direct relationship between narcotic and drug offenses and other criminal activity, and should have available a narcotic and drug investigation capability based on that acknowledgement (Standard 9.10); and every police agency and every state immediately should establish and maintain the capability to gather and evaluate information and to disseminate intelligence in a manner which protects every individual's rights to privacy while it curtails organized crime and disorder (Standard 9.11)."

Economic crime investigations of the past three years in Springfield have revealed that this is a "collector area" of economic crime violators, costing the community in excess of \$5 million annually. We have participated with other agencies for over 2 years on intelligence-gathering and are members of two regional intelligence systems. Over 700 cases have been made in the past 5 years on narcotics violations, and hard drugs are still on the increase. Cocaine purchases alone have increased from a few grams in 1977 to over 6 ounces in 1978, with a street value of over \$15,000. Although this is an area of serious community impact, personnel nor budgets have not been available except through occasional grant which are no longer available.

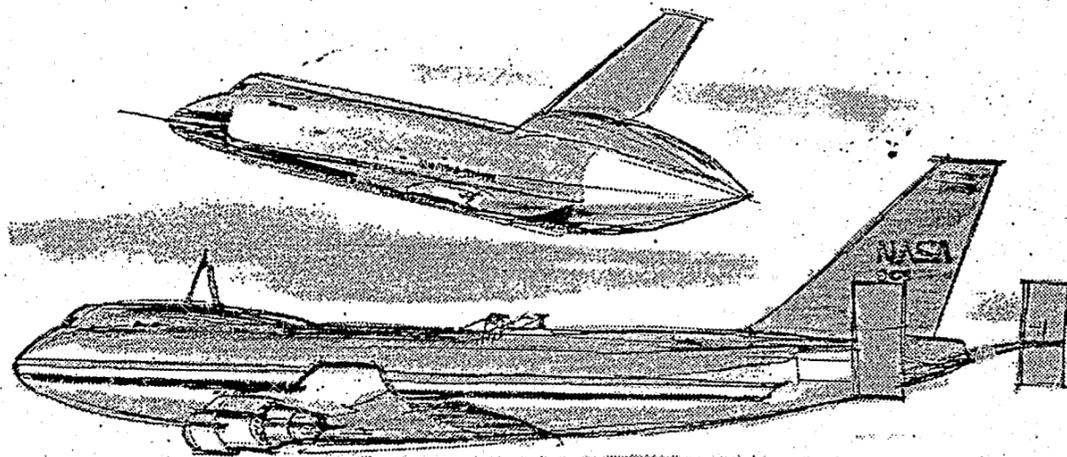
Four of the patrolmen requested would provide personnel with specific responsibilities for special investigations. If this request is disapproved,

Planning & Research

these essential investigations must continue, and patrol will continue to operate short of authorized manpower.

Patrol is the "front line" unit of any police department to respond to crime, crisis or disorder. It is the only unit on the streets 24 hours, 7 days per week. The staffing comparisons as given in the introduction to this proposal show a significant need for additional patrolmen — especially in light of increasing work demands.

Six of the patrolmen requested, plus 2 more by elimination of the canine program, would provide 91 officers in the Patrol Section (7 for each squad). If this request is disapproved, patrol services must continue even though it becomes increasingly difficult to handle the community needs.



Section 3. COORDINATION OF PROGRAM PERFORMANCE BUDGETING AND REORGANIZATION

3.1 Major Service Areas

The proposed reorganization would not call for any changes in program assignments to major service areas of Safety and Administration.

3.2 Categories

The proposed reorganization would not call for any changes in program assignments to categories: Traffic Regulation, Patrol Activities, Criminal Investigation, Police Support, and General Government.

3.3 Programs

The proposed reorganization would call for only two changes in program assignment to individual categories. Police Communications would be moved from Police Support to Patrol Activities; and Integrated Criminal Apprehension Program would be moved from Patrol Activities to Police Support.

3.4 Program Descriptions

The proposed reorganization would call for only minimal changes in a few of the programs:

3.4.1 Vice & Intelligence -- delete narcotics

3.4.2 Police Staff Services -- delete Inspections and Internal Affairs

3.4.3 Police Administration -- add Inspections and Internal Affairs; organized crime and narcotics investigations.

3.5 Program Performance Indicators

The proposed reorganization would call for only minimal changes in a few of the programs:

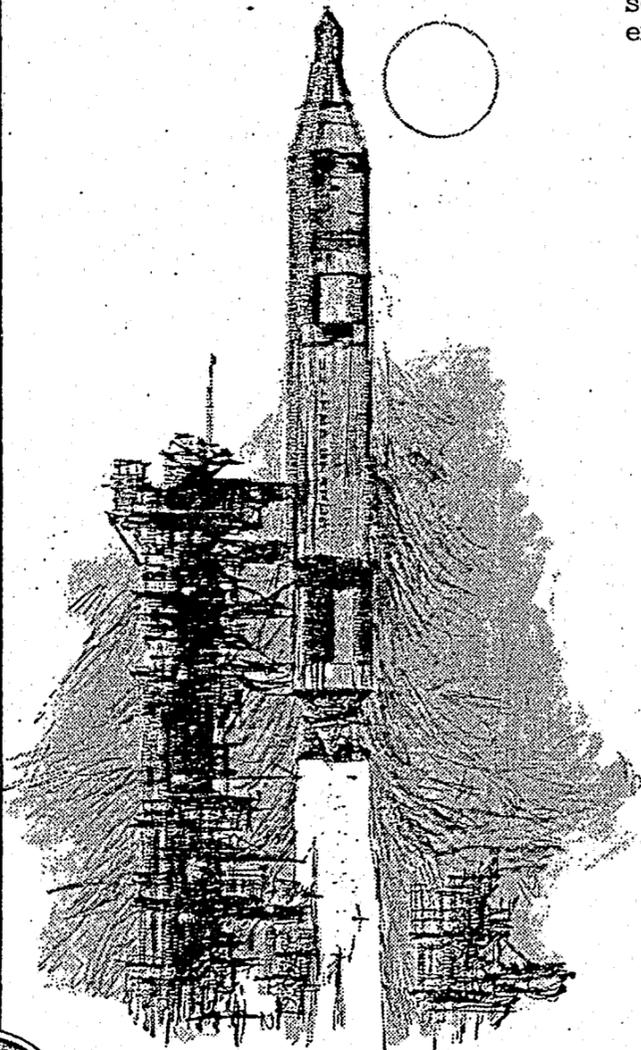
3.5.1 Crimes Against Persons/Demand -- delete lab reports requested  
/Workload -- delete lab analysis conducted  
/Productivity -- delete cost per lab analysis

3.5.2 Crimes Against Property --(Same as 3.5.1)

3.5.3 Vice & Intelligence -- (Same as 3.5.1)

3.5.4 Police Staff Services/Demand -- delete compl/allegations received  
 /Workload -- delete investigations conducted  
 /Productivity -- delete cost per inv. conducted  
 /Effectiveness -- delete compl. & allegations sustained/not sustained exonerated/unfounded

3.5.5 Police Administration/Management  
 /Demand -- add crime lab reports requested complaints/allegations received  
 /Workload -- add crime lab analysis conducted investigations conducted  
 /Productivity -- add cost per crime lab analysis cost per investigation conducted  
 /Effectiveness -- add complaints and allegations sustained/not sustained exonerated/unfounded



Section 4. ORGANIZATION AND BUDGET DETAIL

Traffic Section

field traffic units

tr records unit

school crossing guards

4.1 PPB Major Service Area: SAFETY

4.1.2 CATEGORY: Traffic Regulation

TRAFFIC SECTION

- Traffic Section Office  
1 police lieutenant
- Field Traffic Units (2 shifts)  
2 police sergeants  
2 police corporals  
6 major accident investigators  
15 patrolmen
- Traffic Records Unit  
2 patrolmen  
1 clerk-steno II
- School Crossing Guards  
28 crossing guards (part time)

TOTAL PERSONNEL:	29	City Budget
	28	City Budget, part time
	57	Total

4.1.2.1 PROGRAM: Traffic Activities

PROGRAM DESCRIPTION: To provide routine preventive traffic patrol and enforcement of state and local traffic laws for the safe, orderly flow of pedestrian and vehicular traffic.

INDICATORS OF PERFORMANCE

Demand

1. Number registered motor vehicles
2. Number reported traffic accidents (total department-wide)
3. Time spent on traffic patrol

\*Estimate: 433 new people/MO x 1.7 veh./person

Workload

1. Accidents investigated (Traffic Div. only)
2. Court appearances

Productivity

1. Cost/accident investigated  
Major  
Minor
2. Cost/court appearance

Effectiveness

1. Percent change in cost/accident investigation  
Major  
Minor
2. Percent change in cost of court appearance

4.1.2.2 PROGRAM: School Crossing Guards

PROGRAM DESCRIPTION: To provide personnel at dangerous or congested locations to supervise and assist children in safely crossing streets enroute to and from school.

INDICATORS OF PERFORMANCE

Demand

1. Intersections and crosswalks
2. Requests for crossing guards

Workload

1. Intersections and crosswalks guarded

Productivity

1. Cost/intersection or crosswalk guarded \$12.00/day crosswalk guards (3 times a day) \$8.00/day crosswalk guards (2 times a day)

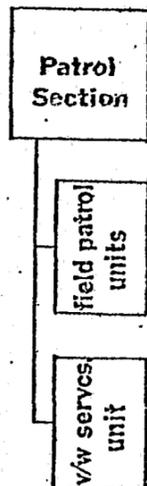
Effectiveness

1. Accidents at guarded intersections
2. Accidents at unguarded intersections

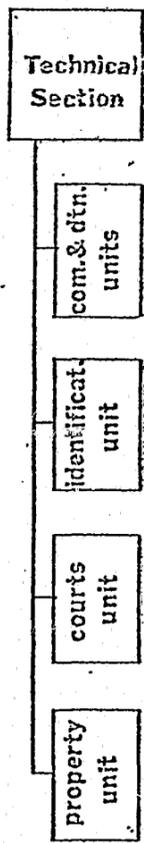
4.1.3 CATEGORY: Patrol Activities

PATROL SECTION

- Patrol Section Office (3 shifts)  
4 police lieutenants  
1 clerk-steno II
- Field Patrol Units (13 Squads/3 shifts)  
13 police sergeants  
13 police corporals  
91 patrolmen (6 new positions)
- Victim/Witness Services Unit  
2 victim/witness advocates\*  
1 clerk-typist II\*



TOTAL PERSONNEL: 170 City Budget  
3 Grants  
173 Total



TECHNICAL SECTION

- Technical Section Office  
1 police lieutenant
- Communications & Detention Units (3 shifts)  
3 police sergeants (3 new positions)  
5 police dispatchers  
5 detention officers  
14 communications clerks  
16 patrolmen
- Identifications Unit  
1 senior ID technician  
1 ID technician
- Courts Unit  
1 police corporal (liaison)  
1 patrolman (baliff)
- Property Unit  
1 property clerk

\*Grant funded

4.1.3.1 PROGRAM: Preventive Patrol

PROGRAM DESCRIPTION: To provide prevention, suppression, and detection of criminal activity to discourage criminal behavior and provide a sense of security to members of the community

INDICATORS OF PERFORMANCE

Demand

1. Population per square mile
2. Objective: percentage of time spent on preventive patrol

Workload

1. Actual percent of time spent on preventive patrol
2. Crime prevention contacts made
3. Number of patrol initiated responses

Productivity

1. Average cost per hour of preventive patrol per officer

Effectiveness

1. Crime rate per 1,000 population

4.1.3.2 PROGRAM: Response to Calls for Service

PROGRAM DESCRIPTION: To provide effective police response and service delivery to victims of crime and citizens in need of assistance

INDICATORS OF PERFORMANCE

<p><u>Demand</u></p> <ol style="list-style-type: none"> <li>1. Total calls for service</li> <li>2. Objective: Response Time                     <ol style="list-style-type: none"> <li>a. Routine response</li> <li>b. Emergency response</li> </ol> </li> </ol>
<p><u>Workload</u></p> <ol style="list-style-type: none"> <li>1. Calls for service responded by patrol</li> <li>2. Response time                     <ol style="list-style-type: none"> <li>a. Routine</li> <li>b. Emergency</li> </ol> </li> <li>3. Time spent at the scene</li> </ol>
<p><u>Productivity</u></p> <ol style="list-style-type: none"> <li>1. Average cost per call for service</li> </ol>
<p><u>Effectiveness</u></p> <ol style="list-style-type: none"> <li>1. Percentage change in response time                     <ol style="list-style-type: none"> <li>a. Routine</li> <li>b. Emergency routine</li> </ol> </li> </ol>

4.1.3.3 PROGRAM: Patrol Administration

PROGRAM DESCRIPTION: To provide efficient support activities of preparing reports, testifying in court, maintaining vehicles, attending conferences, and other functions that facilitate similar programs

INDICATORS OF PERFORMANCE

<p><u>Demand</u></p> <ol style="list-style-type: none"> <li>1. Authorized personnel</li> <li>2. Objective: Administration time as a percent of regular patrol duty hours</li> <li>3. Requests for administrative services</li> </ol>
<p><u>Workload</u></p> <ol style="list-style-type: none"> <li>1. Administrative services provided</li> <li>2. Reports prepared</li> </ol>
<p><u>Productivity</u></p> <ol style="list-style-type: none"> <li>1. Cost per hour</li> </ol>
<p><u>Effectiveness</u></p> <ol style="list-style-type: none"> <li>1. Administrative budget expenditure as a percent of approved patrol budget</li> <li>2. Percent of budget performance objectives accomplished</li> </ol>

4.1.3.4 PROGRAM: Police Communications

PROGRAM DESCRIPTION: to provide communications link between citizens and public safety agencies via "911" and police telephone systems, disseminate radio and inter/intrastate computer data for the department, and service as warning distribution point for disaster/attack information for the city

INDICATORS OF PERFORMANCE

Demand

1. Calls for assistance
2. Calls for information (based on 3.4 calls per item in #1 above)
3. "911" calls

Workload

1. Teletype inquiries/responses sent
2. Radio transmissions

Productivity

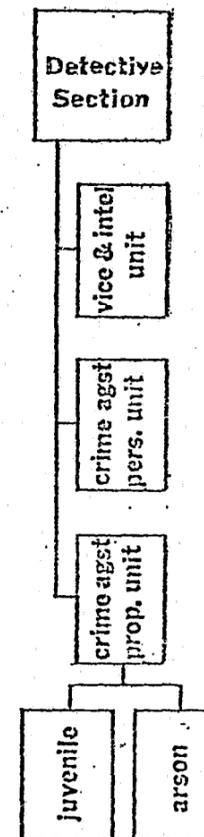
1. Calls processed per hour
2. Radio transmissions per hour (began tabulations October, 1978)

Effectiveness

1. Percent change in calls processed per hour

4.1.4 CATEGORY: Criminal Investigations

DETECTIVE SECTION



- Detective Section Office  
1 police CID lieutenant  
1 clerk-steno II
- Vice & Intelligence Unit  
2 police detectives
- Crimes Against Persons Unit  
1 police sergeant  
5 police detectives  
1 polygraph operator  
1 police detective (career criminal/hidden cameras)
- Crimes Against Property Unit  
1 police sergeant  
8 police detectives  
1 polygraph operator
- Juvenile  
2 police detectives
- Arson  
1 police detective (arson investigator)\*

TOTAL PERSONNEL: 24 City Budget  
                           1 Grants  
                           25 Total

\*Grant funded

4.1.4.1 PROGRAM: Crimes Against Persons

PROGRAM DESCRIPTION: To investigate crimes against persons, including homicide, aggravated and common assaults, fraud, checks, robberies, child abuse, kidnapping, manslaughter, and all sexual assaults, including rape

INDICATORS OF PERFORMANCE

Demand

- 1. Cases Assigned
  - a. Adult
  - b. Juvenile

Workload

- 1. Cases Investigated
  - a. Adult
  - b. Juvenile
- 2. Court appearances made

Productivity

- 1. Cost per case investigated
  - a. Adult
  - b. Juvenile
- 2. Cases per detective per month

Effectiveness

- 1. Cases completed as a percent of cases assigned
- 2. Arrests made as a result of investigation

4.1.4.2 PROGRAM: Crimes Against Property

PROGRAM DESCRIPTION: To investigate crimes against property, including burglary, thefts, auto theft, arson, bombings, vandalism, property destruction, and control of pawn shops

INDICATORS OF PERFORMANCE

Demand

- 1. Cases Assigned
  - a. Adult
  - b. Juvenile

Workload

- 1. Cases Investigated
  - a. Adult
  - b. Juvenile
- 2. Court appearances made

Productivity

- 1. Cost per case investigated
  - a. Adult
  - b. Juvenile
- 2. Cases per detective per month

Effectiveness

- 1. Cases completed as a percent of cases assigned
- 2. Arrests made as a result of investigation

4.1.4.3 PROGRAM: Vice and Intelligence

PROGRAM DESCRIPTION: To investigate crimes against vice, including prostitution, liquor violations, gambling and to conduct an operation supervision of pool halls and bars, massage parlors, and escort services

INDICATORS OF PERFORMANCE

<p><u>Demand</u></p> <ol style="list-style-type: none"> <li>1. Estimated vice population</li> <li>2. Estimated violations</li> </ol>
<p><u>Workload</u></p> <ol style="list-style-type: none"> <li>1. Investigations made</li> <li>2. Arrests made</li> <li>3. Court appearances made</li> </ol>
<p><u>Productivity</u></p> <ol style="list-style-type: none"> <li>1. Cost per investigation</li> <li>2. Cost per court appearance</li> </ol>
<p><u>Effectiveness</u></p> <ol style="list-style-type: none"> <li>1. Cases submitted for prosecution resulting in prosecution</li> </ol>

4.1.5 CATEGORY: Police Support

PLANNING & RESEARCH SECTION

• Planning & Research Section Office

- 1 police lieutenant\*
- 1 clerk-typist II\*

• Crime Analysis Unit

- 1 police planning technician II
- 2 crime analysts\*
- 6 senior staff aides (part time)\*

• Records & Word Processing Unit

- 1 administrative clerk II (new position)
- 5 clerk-steno II
- 4 clerk-typist II

Planning & Research Section

crime anal unit

records & wp unit

Training & Personnel Section

TRAINING & PERSONNEL SECTION

• Training & Personnel Section Office

- 1 police lieutenant
- 1 clerk-steno II

• Career Development & Crime Prevention Unit

- 1 police-community relations officer
- 1 training officer (detective reclassified)
- 1 safety education officer
- 1 patrolman (youth activities)\*

• Police Cadets

youth program

car. dev. & cp unit

police cadets

TOTAL PERSONNEL: 16 City Budget  
5 Grants  
6 Grants, part time

27 Total

\*Grant-funded

4.1.5.1 PROGRAM: Police Staff Services

PROGRAM DESCRIPTION: To conduct training, crime prevention services, records processing and other staff services

INDICATORS OF PERFORMANCE

<p><u>Demand</u></p> <ol style="list-style-type: none"> <li>1. Requests for crime prevention services</li> <li>2. Records requests</li> </ol>
<p><u>Workload</u></p> <ol style="list-style-type: none"> <li>1. Crime prevention programs conducted</li> <li>2. Records retrieved</li> </ol>
<p><u>Productivity</u></p> <ol style="list-style-type: none"> <li>1. Cost per crime prevention program</li> <li>2. Cost per record processed</li> </ol>
<p><u>Effectiveness</u></p> <ol style="list-style-type: none"> <li>1. Percent of population reached by crime prevention activities</li> </ol>

4.1.5.2 PROGRAM: Police Training and Development

PROGRAM DESCRIPTION: To coordinate, conduct or assist in the provision of police training or instruction for new recruit personnel and in-service members of the police department

INDICATORS OF PERFORMANCE

<p><u>Demand</u></p> <ol style="list-style-type: none"> <li>1. Authorized personnel</li> <li>2. Department Objective: Training contact hours for new recruits</li> </ol>
<p><u>Workload</u></p> <ol style="list-style-type: none"> <li>1. Training contact hours given to new recruits</li> <li>2. Training contact hours given to authorized personnel</li> </ol>
<p><u>Productivity</u></p> <ol style="list-style-type: none"> <li>1. Cost per recruit trained</li> <li>2. Cost per authorized personnel</li> </ol>
<p><u>Effectiveness</u></p> <ol style="list-style-type: none"> <li>1. Percent change in complaints/allegations received by Internal Affairs (related to training)</li> <li>2. Percent of new recruits completing probation</li> </ol>

4.1.5.3 PROGRAM: Integrated Criminal Apprehension Program

PROGRAM DESCRIPTION: To integrate police services for improved apprehension of criminals by implementing recently developed concept of data collection, analysis, planning and police service delivery

INDICATORS OF PERFORMANCE

<p><u>Demand</u></p> <ol style="list-style-type: none"> <li>Reported target crimes             <ol style="list-style-type: none"> <li>Burglary</li> <li>Robbery</li> </ol> </li> </ol>
<p><u>Workload</u></p> <ol style="list-style-type: none"> <li>Target cases conducted (directed patrol activities)             <ol style="list-style-type: none"> <li>Burglary</li> <li>Robbery</li> </ol> </li> <li>Career criminal prosecutions</li> </ol>
<p><u>Productivity</u></p> <ol style="list-style-type: none"> <li>Average cost per target case</li> <li>Average cost per career criminal prosecution</li> </ol>
<p><u>Effectiveness</u></p> <ol style="list-style-type: none"> <li>Number of target cases cleared             <ol style="list-style-type: none"> <li>Burglary</li> <li>Robbery</li> </ol> </li> <li>Number of arrests for target cases             <ol style="list-style-type: none"> <li>Burglary</li> <li>Robbery</li> </ol> </li> <li>Number of target cases filed             <ol style="list-style-type: none"> <li>Burglary</li> <li>Robbery</li> </ol> </li> </ol>

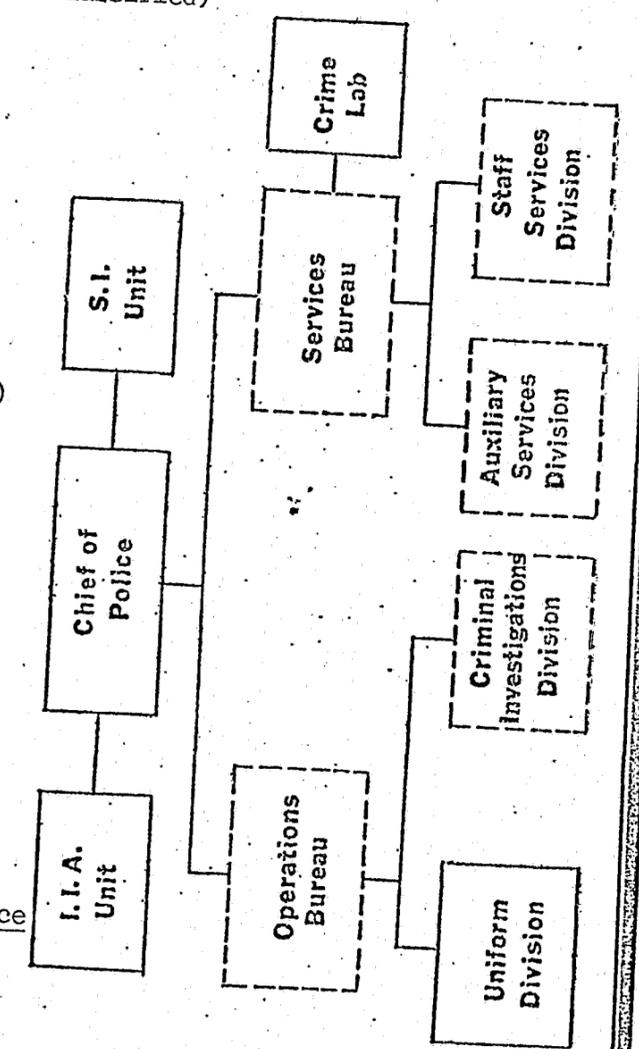
4.2 PPB Major Service Area: ADMINISTRATION

4.2.1 CATEGORY: General Government

- Chief's Office
  - 1 police chief
  - 1 administrative clerk II
- Inspections & internal affairs unit
  - 1 police captain
  - 1 IIAU investigator (detective reclassified)
  - 1 clerk-steno II
- Special Investigations Unit
  - 1 police sergeant
  - 4 patrolmen (new positions)
- Operations Bureau Office
  - no request FY80/81
- Uniform Division Office
  - 1 police captain (new position)
  - police reserves
- Criminal Investigations Office
  - no request FY80/81
- Services Bureau Office
  - no request FY80/81
- Crime Lab
  - 1 police director\*
  - 1 chemist\*
  - 1 serologist\*
  - 1 lab aide\*
- Auxiliary Services Division Office
  - no request FY80/81
- Staff Services Division Office
  - no request FY80/81

TOTAL PERSONNEL: 12 City Budget  
4 Grants  
16 Total

\*Grant funded



4.2.1.1 PROGRAM: Police Administration

PROGRAM DESCRIPTION: Management and administration of the Police Department, Internal Affairs Investigations and Inspections, Organized Crime and Narcotics

INDICATORS OF PERFORMANCE

Demand

1. Authorized part-time/full-time personnel
2. Span of control
3. Departmental budget
4. Special reports and studies requested
5. Organizations requiring liaison/coordination
6. Crime Lab Reports requested
7. Complaints/allegations received

Workload

1. Percent of time spent on program management
2. Percent of time spent on personnel administration
3. Percent of time spent on fiscal management
4. Percent of time spent on liaison activities and coordination
5. Reports prepared/presentations made/programs managed
6. Crime lab analysis conducted
7. Investigations conducted

Productivity

1. Administration cost as a percent of department budget
2. Administration personnel as a percent of departmental personnel
3. Cost per crime lab analysis
4. Cost per investigation conducted

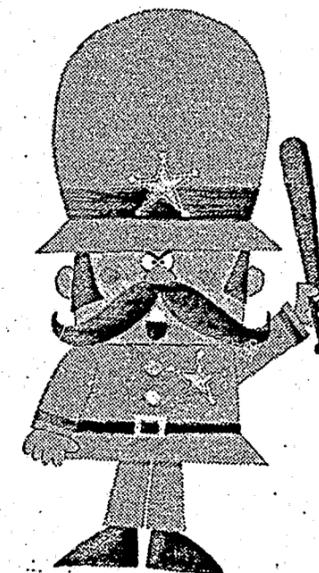
Effectiveness

1. Departmental expenditures as a percent of approved departmental budget
2. Departmental compensatory time as a percent of regular duty hours
3. Percent change in departmental compensatory time
4. Percent of performance objectives accomplished
5. Complaints and allegations: sustained/not sustained  
exonerated/unfounded

4.3 Personnel Summary

MAJOR SVC AREA	CATEGORY	City Budget		Grant Funded	
		FULL TIME	PART TIME	FULL TIME	PART TIME
Administration	General Government	12	0	3	0
Safety	Criminal Investigation	24	0	1	0
Safety	Patrol Activities	170	0	3	0
Safety	Traffic Regulation	29	28	0	0
Safety	Police Support	16	0	5	6
TOTALS:		251	28	12	6

297 Personnel



4.4 Personnel Comparisons

The following is a listing of all departmental positions as presented in the FY80/81 Budget documents (except grants, PSE, part time); this list compares the number and costs of salary to the proposed additions.

<u>Position Title</u>	<u>Median<sup>1</sup> Salary</u>	<u>FY80/81 BUDGET</u>		<u>THIS PROPOSAL</u>	
		<u>Total<sup>1</sup> Authorized</u>	<u>Est.<sup>1</sup> Cost</u>	<u>Total<sup>1</sup> Proposed</u>	<u>Est.<sup>1</sup> Cost</u>
Police Chief	33,870	1	33,870	1	33,870
Police Captain	26,630	1	26,630	2	53,260
Detective Lieutenant	25,230	1	25,230	1	25,230
Police Lieutenant	23,920	7	167,440	7	167,440
Police Sergeant	21,350	18	384,300	21	448,350
Senior ID Technician	21,350	1	21,350	1	21,350
Polygraph Examiners	20,910	2	41,820	2	41,820
Police Detective	19,400	20	388,000	18	349,200
ID Technician	19,400	1	19,400	1	19,400
IIAU Investigator <sup>2</sup>	19,400	0	00	1	19,400
Police Training Officer <sup>2</sup>	19,400	0	00	1	19,400
Police-Comm. Relations Officer	19,400	1	19,400	1	19,400
Police Planning Technician II	18,350	1	18,350	1	18,350
Police Corporal	17,580	16	281,280	16	281,280
Police Dispatcher	16,930	5	84,650	5	84,650
Major Accident Investigator	16,930	6	101,580	6	101,580
Safety Education Officer	16,930	1	16,930	1	16,930
Dog Handlers	16,930	2	33,860	0	00
Patrolmen	15,650	117	1,831,050	129	2,018,850
Administrative Clerk II	13,020	1	13,020	2	26,040
Clerk-Steno II	11,580	10	115,800	10	115,800
Detention Officers	10,080	5	50,400	5	50,400
Property Clerk	9,890	1	9,890	1	9,890
Communications Clerks	9,650	14	135,100	14	135,100
Clerk-Typist II	8,970	4	35,880	4	35,880
<b>TOTALS:</b>		<b>236</b>	<b>3,855,230</b>	<b>251</b>	<b>4,112,870</b>

Number of Personnel: +15 (6.4%)

Salary Est. Costs: +\$257,640 (6.7%)

<sup>1</sup>Based on Program Performance Budget worksheets

<sup>2</sup>Reclassification of Detective's title only

APPENDIX 13  
TELCOM EVALUATION - ONE YEAR PERIOD

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

CA *11-0026*

TO: GORDON LOVELAND, CHIEF OF POLICE  
FROM: RESEARCH AND PLANNING, J. ROBLES  
SUBJECT: TELCOM EVALUATION  
DATE: JANUARY 8, 1980

INTRODUCTION

The purpose of this report is to document the development, implementation and effectiveness of the Telcom complaint processing system, as well as its contribution to the increased productivity of the Springfield Missouri Police Department.

DESCRIPTION OF TELCOM

The telcom program was initiated by the Springfield Police Department for a three month trial period on February 1, 1978, as a system for call screening and for recording complaints via telephone in order to eliminate the need to dispatch patrol officer on routine cases. Telcom originally operated with two officers only six (6) hours Monday through Friday from 5 p.m.-11 p.m. during the second watch (3 p.m.-11 p.m.). This phase I of the Telcom operation lasted from February 1 to April 30, 1978.

Phase II of the Telcom operation went from six (6) hours operation to operating the entire watch (3 p.m.-11 p.m.) Monday through Friday with two officers. The phase II operation occurred between May 1 and November 30, 1978.

Phase III, which is our current program, is a two shift operation. The Telcom operation functions with two sworn officers on each of the 7 a.m.-3 p.m. shifts and the 3 p.m.-11 p.m. shifts. The Telcom system utilizes sworn police officers to record citizen complaints during the sixteen hour period. The system depends on their experience and discretion to identify those cases not requiring the presence of a police officer on the scene.

The overall goal of Telcom was to increase the productivity of field uniformed officers. Specific objectives were to:

- o Reduce the case load of uniformed officers in the field by relieving them of the burden of responding in person to routine complaints; and
- o Make available additional time for patrol officers to concentrate their efforts on pro-active patrol technique in the prevention of crime and apprehension of serious offenders.

Under the Telcom program, calls for certain kinds of non-emergency complaints received by regular communication clerks are switched to a Telcom operator on duty. The communication clerk determines whether a call should be switched or dispatched immediately depending upon two type of factors--the type of case and the presence of special circumstances which may require the dispatch of a patrol officer. Upon determining that the call to a Telcom operator or determines how long the caller will be available at that telephone number and delivers a "call back" card to a Telcom operator, depending on the work load.

The following section summarizes the program's results and benefits.

#### RESULTS

After more than a year of operation the Telcom program in its different phases seems to have fulfilled its purpose of reducing the overall work load of the field patrol officers during the first and second watches.

#### ACCOMPLISHMENTS DURING DECEMBER 1978-NOVEMBER 1979

During the first full 12 months of operation, Telcom handled 6,287 items or 11.8 percent of the Department's total work load of 53,212 items. This is especially significant since Telcom operates only 16 hours per day.

During the first watch (7 a.m.-3 p.m.) Telcom operation, officers handled 3,822 or 16.9 percent of the Department's first watch total of 22,637. The second watch Telcom operation handled 2,465 or 8.1 percent 30,575 second watch items.

One reason for the difference in the work load is that type of calls that Telcom primarily can handle over the phone does not occur with as great a frequency as on the second watch compared with the first watch. Also different types of calls occur that can hardly be handled over the phone, i.e., family disturbances, prowler calls, suspicious persons and vehicle or alarm calls.

Telcom officers are available to handle a variety of incidents over the phone. There are fifty-seven recorded categories of police activities that can occur. Telcom could receive those complaints, however, the primary calls that it handles are larcenies from vehicles, all other larcenies, vandalism, stolen vehicles, missing juveniles and the rest are grouped into a category classified as all others.

Telcom handled numerous items among the incident category. Almost 80.0 percent (1,411) of all larceny from vehicles incidents reported during the first watch were handled by Telcom, while second watch Telcom officers handled 75.0 percent (624) of that category.

More than 64.0 percent (769) of the all other larcenies reported to the department are handled through Telcom on the first watch. On the second watch 55.8 percent (607) of all other larcenies reported to the department were handled by Telcom officers.

During the 12 month period Telcom handled 2,035 larceny from vehicle reports out of 2,604 reported to the department during the first and second watch. Telcom handled 78.1 percent of the total larceny from vehicle reports reported to the department.

During the 12-month period, Telcom handled 1376 of all other larceny categories (bicycle, theft from machines) of the 2,295 reported to the department on the first and second watch. Telcom handled overall 60.0 percent of all other larcenies reported to the department.

Another significant category is vandalism handled by Telcom. Telcom handled 64.4 percent (827) of the all vandalism reported during the first watch. Telcom handled 42.3 percent (368) of all vandalism reported to the department during second watch.

Altogether Telcom handled 1,195 vandalism calls reported to the department out of 2, during the first and second watches or 55.5 percent. The entire work load of Telcom is shown on Table A. Additional data tables are also included.

Other activities that Telcom officers record are the number of phone calls requesting a variety of information. This includes referring citizens to the county prosecutor involving civil matters, checking prisoner lists for citizens and in general assisting the public which would not require an officer's presence. Also included are calls which the Telcom officers decide must be referred back to the patrol units in the field. An additional category are incidents recorded by Telcom which are referred to local agencies in the community. Examples are the need for assistance by the Salvation Army, or local Church Council, County Prosecutor, City Administration offices and Greene County offices (see Table E).

BENEFITS

The significant impact of Telcom is illustrated by the fact that Telcom processes 11.8 percent (6,287) of the Department's total items (53,221) while utilizing only 3 percent of the patrol manpower. Prior to the creation of Telcom a minimum of 60.0 percent of the calls now handled by Telcom would previously been dispatched to regular patrol officers during the first and second watches. It is estimated that between 1,880 and 2,000 man-hours have been saved utilizing Telcom. This time savings represents the hours of the field patrol officers. If Telcom did not handle these calls then the field patrol officers would. This saves the field officer time for other types of calls and saves gasoline to get to the location of the incident.

TABLE A  
TELCOM WORK LOAD BY TYPE OF INCIDENT

December 1978 - November 1979

FIRST WATCH (7 a.m. - 3 p.m.)

<u>Category</u>	<u>Actual number of CFS Reported</u>	<u>Telcom handled Incidents</u>	<u>Percent</u>
Larceny from Vehicle	1,770	1,411	79.7
All other larcenies	1,191	769	64.6
Vandalism	1,284	827	64.4
Stolen Vehicle	421	241	57.2
Missing juvenile	142	7	4.9
All others	17,829	567	3.2
TOTALS	22,637	3,822	16.9

SECOND WATCH (3 p.m. - 11 p.m.)

<u>Category</u>	<u>Actual number of CFS Reported</u>	<u>Telcom handled Incidents</u>	<u>percent</u>
Larceny from Vehicles	834	624	74.8
All other larcenies	1,104	607	55.8
Vandalism	869	368	42.3
Stolen Vehicles	323	163	50.5
Missing Juvenile	308	20	6.5
All others	27,137	683	2.5
TOTALS	30,575	2,465	8.1

TABLE B

TELCOM CATEGORY ITEMS

November 1978 - December 1979

FIRST WATCH (7 A.M. - 3 P.M.)

Month	Larceny from Vehicle	All other Larcenies	Vandalism	Stolen Vehicle	Missing Juvenile	All Others	Total
December 78	100	55	72	10	0	37	274
January 79	117	40	49	10	1	35	252
February 79	135	37	37	12	0	20	241
March 79	175	58	64	15	1	46	359
April 79	82	65	47	19	1	46	260
May 79	106	72	40	16	1	45	280
June 79	120	95	97	21	0	23	356
July 79	100	96	81	28	0	83	388
August 79	136	78	107	29	1	45	396
September 79	72	58	59	27	0	54	270
October 79	152	62	94	40	0	45	393
November 79	116	53	80	14	2	88	353
Total	1,411	769	827	241	7	567	3,822
Percent	36.9	20.1	21.6	6.3	.2	14.8	99.9

TELCOM CATEGORY ITEMS

November 1978 - December 1979

SECOND WATCH (3 P.M. - 11 P.M.)

Month	Larceny from Vehicle	All other Larcenies	Vandalism	Stolen Vehicle	Missing Juvenile	All Others	Total
December 78	39	42	41	14	1	28	165
January 79	41	41	24	9	1	45	161
February 79	62	33	16	6	1	62	180
March 79	61	52	18	13	2	42	188
April 79	48	54	20	10	1	66	199
May 79	47	68	14	14	3	36	182
June 79	54	48	32	10	5	83	232
July 79	56	66	30	12	0	33	197
August 79	51	67	53	19	1	72	263
September 79	44	48	41	16	4	55	208
October 79	54	42	46	20	1	124	287
November 79	67	47	33	19	0	37	203
TOTAL	624	607	368	163	20	683	2,465
Percent	25.3	24.6	14.9	6.6	.8	27.7	99.9

TABLE C

TELCOM ITEMS BY MONTH

December 1978 - November 1979

Month	FIRST WATCH (7 a.m.-3 p.m.)			SECOND WATCH (3 p.m.-11 p.m.)		
	Total CFS <sup>1</sup>	Items Issued	Telcom % of CFS	Total CFS	Telcom Items issued	Telcom % of CFS
December 78	1,691	274	16.2	2,065	165	8.0
January 79	1,666	252	15.1	2,155	161	7.5
February 79	1,789	241	13.5	1,946	180	9.2
March 79	1,846	359	19.4	2,378	188	7.9
April 79	1,662	260	15.6	2,563	199	7.8
May 79	1,753	280	16.0	2,807	182	6.5
June 79	1,909	356	18.6	2,758	232	8.4
July 79	2,110	388	18.4	3,012	197	6.5
August 79	2,225	396	17.8	3,011	263	8.7
September 79	1,947	270	13.9	2,891	208	7.2
October 79	2,121	393	18.5	2,798	287	10.3
November 79	1,918	353	18.4	2,200	203	9.2
TOTAL	22,637	3,822	16.9	30,584	2,465	8.1

FIRST AND SECOND WATCH ITEMS

Month	Total CFS <sup>1</sup>	Telcom Items Issued	Telcom % of CFS
December 78	3,756	439	11.7
January 79	3,821	413	10.8
February 79	3,735	421	11.3
March 79	4,224	547	12.9
April 79	4,225	459	10.9
May 79	4,560	462	10.1
June 79	4,667	588	12.6
July 79	5,122	585	11.4
August 79	5,236	659	12.6
September 79	4,838	478	9.9
October 79	4,919	680	13.8
November 79	4,118	556	13.5
TOTAL	53,221	6,287	11.8

1 - Excludes from total all general CR wanted items issued or cancelled.

TABLE D  
 TELCOM ITEMS BY HOUR  
 December 1978 - November 1979

1st Watch	Total CFS <sup>1</sup>	Telcom Items Issued	Telcom % of CFS
0700	2,328	355	15.2
0800	3,041	615	20.2
0900	2,886	635	22.0
1000	2,806	520	18.5
1100	2,868	452	15.8
1200	2,921	447	15.3
1300	2,926	395	13.5
1400	2,861	403	14.1
TOTAL	22,637	3,822	16.9

2nd Watch	Total CFS <sup>1</sup>	Telcom Items Issued	Telcom % of CFS
1500	3,706	378	10.2
1600	3,896	419	10.8
1700	3,952	359	9.1
1800	3,495	321	9.2
1900	3,382	233	6.9
2000	3,665	253	6.9
2100	4,139	256	6.2
2200	4,340	246	5.7
TOTAL	30,575	2,465	8.1
GRAND TOTAL	53,212	6,287	11.8

<sup>1</sup> Excludes from total all general or wanted items issued or cancelled.

TABLE E  
 TELCOM ACTIVITY  
 December 1978 - November 1979  
 FIRST WATCH (7 a.m. - 3 p.m.)

Month	Number of Phone Calls/DESK	CFS Referred To Field Units	Incidents Referred To Community Agencies
December 78	1,290	88	63
January 79	2,217	79	18
February 79	1,943	152	25
March 79	2,454	96	14
April 79	2,324	167	72
May 79	2,789	187	24
June 79	2,347	141	52
July 79	3,163	196	31
August 79	2,684	236	92
September 79	2,258	110	73
October 79	2,833	229	80
November 79	2,278	137	18
TOTAL	28,580	1,818	562

SECOND WATCH (3 p.m.-11 p.m.)

Month	Number of Phone Calls/DESK	CFS Referred To Field Units	Incidents Referred To Community Agencies
December 78	1,963	126	60
January 79	2,005	124	45
February 79	2,176	80	12
March 79	2,312	194	52
April 79	2,571	103	17
May 79	2,363	166	33
June 79	2,184	201	71
July 79	3,030	221	33
August 79	2,662	247	29
September 79	2,935	212	25
October 79	2,272	234	20
November 79	2,065	150	40
TOTAL	28,538	2,058	437

CA 80-00085

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

TO: GORDON LOVELAND, CHIEF OF POLICE  
FROM: RESEARCH AND PLANNING  
SUBJECT: NEIGHBOR HOUSE WATCH CONTACTS  
DATE: JANUARY 3, 1980

The Neighbor House Watch program was implemented in mid-June of 1979. The program consists of personal contacts made by patrol officers with citizens who are watching their vacationing neighbors house. This a five month summary between the months of August through December 1979.

Also attached is a listing of the location and number of Neighbor House Watch contacts that were made by Patrol for each month.

August	Officer Contact	Vacation Days
August	92	985
September	56	852
October	67	738
November	48	623
December	52	866
TOTAL	315	4,064

The use of the Neighbor House Watch program instead of the old Vacation House program has eliminated the daily checks of the vacation house that were required.

Over the past five months of the year the new Neighbor House Watch program has saved approximately 3,700 additional contacts that officers would have had to make under the old system.

Discussions with officers indicate that there have been no significant problems in switching to the neighbor watching the house instead of having an officer check by it. However, the officers pointed out that some citizens really aren't enthusiastic about the lack of officer patrolling. The officers also pointed out that requests for Neighbor House Watches are much lower than the old Vacation House program.

NEIGHBOR HOUSE CONTACTS

AUGUST 1979

Zone 3	Number	Vacation Days	Zone 5	Number	Vacation Days
Beat 231	8	66	Beat 251	5	42
232	6	56	252	1	3
233	7	71	253	3	27
234	7	84	254	0	0
TOTAL	28	277	TOTAL	9	72

Zone 4	Number	Vacation Days	Zone 6	Number	Vacation Days
241	9	71	Beat 261	4	37
242	8	75	262	8	97
243	4	53	263	7	75
244	6	104	264	9	124
TOTAL	27	303	TOTAL	28	333

Neighbor Watch Contacts - 92      Total Days of Vacations - 985

SEPTEMBER 1979

Zone 3	Number	Vacation Days	Zone 5	Number	Vacation Days
Beat 231	3	34	Beat 251	2	19
232	2	28	252	4	40
233	3	25	253	7	166
234	1	150	254	0	0
TOTAL	9	237	TOTAL	13	225

Zone 4	Number	Vacation Days	Zone 6	Number	Vacation Days
Beat 241	11	115	Beat 261	2	19
242	4	25	262	5	43
243	4	83	263	2	12
244	1	12	264	5	81
TOTAL	20	235	TOTAL	14	155

Neighbor Watch Contacts - 56      Total Days of Vacations - 852

**CONTINUED**

**2 OF 3**

NEIGHBOR HOUSE CONTACTS

OCTOBER 1979

Zone 3			Zone 5		
Beat	Number	Vacation Days	Beat	Number	Vacation Days
231	3	22	251	3	31
232	0	0	252	5	54
233	9	102	253	7	89
234	7	103	254	2	25
TOTAL	19	227	TOTAL	17	199

Zone 4			Zone 6		
Beat	Number	Vacation Days	Beat	Number	Vacation Days
241	5	44	261	4	70
242	8	39	262	3	50
243	2	15	263	4	37
244	3	24	264	2	33
TOTAL	18	122	TOTAL	13	190

Neighbor Watch Contacts - 67

Total Days of Vacations - 738

NOVEMBER 1979

Zone 3			Zone 5		
Beat	Number	Vacation Days	Beat	Number	Vacation Days
231	3	21	251	1	7
232	5	26	252	7	73
233	6	78	253	2	18
234	4	123	254	0	0
TOTAL	18	258	TOTAL	10	98

Zone 4			Zone 6		
Beat	Number	Vacation Days	Beat	Number	Vacation Days
241	4	48	261	1	9
242	6	43	262	1	4
243	3	19	263	2	21
244	0	0	264	3	123
TOTAL	13	110	TOTAL	7	157

Zone 0	Number	Vacation Days
204	0	0
TOTAL	0	0

Neighbor Watch Contacts - 48

Total Days of Vacations - 623

PATROL DIVISION

NEIGHBOR HOUSE WATCH

DECEMBER 1979

Zone 3			Zone 5		
Beat	Number	Vacation Days	Beat	Number	Vacation Days
231	3	30	251	3	19
232	3	33	252	1	140
233	9	158	253	2	31
234	4	28	254	8	148
TOTAL	19	249	TOTAL	14	338

Zone 4			Zone 6		
Beat	Number	Vacation Days	Beat	Number	Vacation Days
241	5	62	261	0	0
242	1	6	262	4	98
243	4	86	263	1	7
244	0	0	264	0	0
TOTAL	10	154	TOTAL	5	105

Zone 0	Number	Vacation Days
204	0	0
TOTAL	0	0

Neighbor Watch Contacts - 52

Total Days of Vacation - 866

APPENDIX 14

PATROL CRIME PREVENTION PROGRAM - TRAINING DAY

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

CA 80-0062

Chief Loveland:

Sgt. Snodgrass' Squad has a Training or Tactical Day Friday, January 25th. The last Training Day was used to review SOP's. etc.

With your approval, this Friday would be devoted to contacts with businesses in Crime Prevention. I will have five officers and a corporal to work in teams from 0700 to 1500 hours to contact businesses and talk to them regarding better security toward avoidance of burglary and robbery.

These officers have been given short forms several days ago to note any defects in security on their beats, such as broken windows that have not been repaired, lights out, damaged doors, overgrown access to rear of building, etc. These lists would be followed up first and then we would start contacting the businesses that have been having a number of burglaries. We expect to have some Crime Prevention material to leave with the owners that are contacted.

Since we have been alternating between Zones 3 and 5, we would be working the south side of the city. Officers would be in uniform and will be advised not to spend too much time at one location so that we will be able to contact more people. They will also be instructed to keep a list of the businesses contacted.

I have talked to Jack Sifford in regard to this and he believes this would be worthwhile. The Watch Commander has advised that three patrol cars will be available on the First Watch for this purpose.

Detective Jim Newton has advised that I might assist him in marking the surveillance cameras so they may be ready for installation if I am not needed in the field during this time.

I believe that this project would assist the squad in becoming more aware of the possibilities in Crime Prevention.

Sgt. Jack Snodgrass  
January 21, 1980  
msg/a/880

OK  
1-22

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

January 28, 1980

Chief Loveland:

On January 25, 1980, Sgt. Snodgrass' Squad's tactical or training day was spent contacting businesses concerning security regarding burglary and robbery. All of the officers assigned advised they were well received, that most of the owners and employees were pleased that an officer would take time to stop and talk about their problems. Over 70 businesses were contacted and the suggestions of the officers were mostly; visibility of cash registers, address on front as well as rear door, inside and outside lighting, type of locks on doors, a fence at rear of building when it cannot be driven around, broken windows, merchandise in windows, screen doors that interfere with vision to inner door, lot security of car lots, leaving vehicles parked in rows so that officer might determine one was missing, bars or sliding bolts on rear doors, etc.

I have the lists of businesses contacted and the suggestions offered. I will check when personnel permits and see what effect these have had.

A list of businesses contacted is attached and the officers involved would like to continue this when time permits. They have been advised that some of this type contact should be done each day.

*Sgt. Jack Snodgrass*  
Sgt. Jack Snodgrass  
January 28, 1980, 2300 hours  
es/a/1276/9413

APPENDIX 15

HIDDEN EYE CAMERA LOCATIONS - RECOMMENDATIONS

80-0130  
MEMO SPECIAL REQ

SPRINGFIELD MISSOURI POLICE DEPARTMENT  
GORDON LOVELAND, CHIEF OF POLICE

MEMORANDUM FOR: DET. NEWTON  
FROM: CRIME ANALYSIS  
DATE: MARCH 5, 1980

The following list of suggested hidden eye camera locations was compiled after a review of establishments open 24-hours and establishments that have been victims of armed robberies during the past year. Selection was not inclusive of any one particular type of establishment.

7-11 Market - 4249 W. Chestnut Exp.

Git-N-Go - 529 S. Grant

Waddills - 3000 W. Chestnut Exp.

7-11 Market - 3328 N. Glenstone

Git-N-Go - 1510 N. Clay

Git-N-Go - 3352 E. Sunshine

Spfg. Prescription - 1630 N. Jefferson

Medi-Care - 605 E. Harrison

Pay-Rite - 527 W. Kearney

Ramey's - 1828 N. Glenstone

Brown Derby - 2124 E. Kearney

Derby Service - 2200 N. Glenstone

Vickers - 1620 E. Sunshine

Git-N-Go - 2810 E. Battlefield

Git-N-Go - 2963 E. Division

Pay-Rite - 2565 E. Sunshine

Waddill's - 855 S. Glenstone

7-11 Market - 1360 E. Division

Git-N-Go - 1605 E. Kearney

Americana Motel - 2209 N. Glenstone