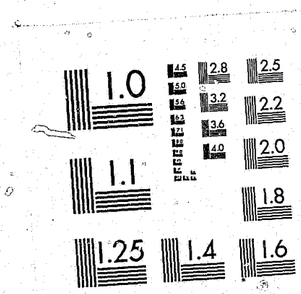
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POLICE EFFECTIVENESS & PRODUCTIVITY MEASUREMENT:

A Package Of Concepts, Tools & Guidelines For Building & Using A Measurement System

VOLUME IV:

A Cafeteria Of Measurement Tools

79915

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POLICE EFFECTIVENESS & PRODUCTIVITY MEASUREMENT:

A Package Of Concepts, Tools & Guidelines For Building & Using A Measurement System

VOLUME IV:

A Cafeteria Of Measurement Tools

PREPARED BY THE STAFF OF THE NATIONAL PROJECT TO DEVELOP POLICE PERFORMANCE MEASURES:

JEROME A. NEEDLE, DIRECTOR

NOVEMBER 1978

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I

ORGANIZATION OF THE CAFETERIA

The Cafeteria contains 46 sets of technically adequate field-tested measurement tools. Sets are grouped within five "Parts," each representing a common classification of police functions: Part I - Crime Prevention; Part II - Crime Control; Part III - Conflict Resolution; Part IV - General Services; Part V - Administration.

STRUCTURE OF THE PARTS

Each Part begins with a textual examination of the nature of the objectives and other measurement tools contained in the sets within it. These examinations focus on the innovative, unique, or atypical dimensions of the objectives in the sets, and how using them should produce more insightful and sophisticated measurement of police effectiveness and productivity. Sets of tools form the remainder of each Part.

COMPOSITION OF THE SETS

Each set contains one objective, one or more measures, instructions, and performance standards.

Objectives. An objective is a precise statement of an outcome police strive to achieve. One outcome objective, normally possessing the attributes of measurability, achievability, and quality, introduces each set of tools. Its makeup or composition governs the character of each tool in the set.

Effectiveness Measures. For each objective, at least one effectiveness measure is provided. For some objectives, several effectiveness measures are provided. For 11 objectives, productivity measures are provided in addition to the effectiveness measure(s).

Instructions. Immediately following each measure is an instruction to be used to compute the measure. The instruction forms the bulk of each set. Each has eight components. The first three provide information to help users decide whether to employ the set of tools. Remaining elements describe how measurement is set up and carried out.

- Data Collection Information. This component of an instruction details information for using a measure. Data Source specifies the police document or process that normally provides the information or data needed to compute a measure. Related Measures itemizes other

objectives in the Cafeteria that rely on the same data source or collection process.[1] The Data Availability entry specifies how complex or simple it will be to establish a data collection program for the measure. Minimum Study Period specifies the minimum measurement period that should elapse before a measure is computed. Data for some measures can be collected over a period as short as a month. For others, because of the infrequency of the events being counted or other reason, only a longer period, like a year, can be recommended. Data Collection Mode tells whether counts should be made continuously, at regular intervals, or sporadically as a special-purpose effort. Estimated Cost of Collection indicates approximately how much it will cost to design and carry out a program to measure the objective in the set.[2] Estimates are given in 1978 dollars, and express a best guess of costs on the basis of field-testing experience. Approximations are given for each measure if measured separately, and for the total cluster of measures listed as related measures. Measurement Interval indicates how often (monthly or yearly) data should be collected to measure an objective and how often a measure should be computed and compared to standards. Directionality indicates whether performance improvement -- success -- is indicated by upward or downward movement in the value of a measure.

- Rationale. This component explains very briefly the reasoning and significance underlying the measurement set. It notes what distinguishes this set from similar sets of tools.

- Measurement Strategy. This component tells what documents must be counted and how the count is assembled to make up a measure.

- Data Elements. This component enumerates the specific pieces of information that are required to compute the measure.

---

[1] This information has been summarized in ready-reference form in Table 4-1 below.

[2] This information has also been summarized for easy reference in Table 4-2 below.

- Key Terms. This component presents operational definitions of important concepts in the measure or its data elements. Occasionally, the explanation is broader or more limited than is normally associated with the term. This is done to simplify and standardize collection procedures, or to reduce the natural vagueness of the term.

- Measurement Computation Formula. This component gives a mathematical equation for calculating the value of the measure. For readers who lack mathematical expertise, a brief statement is provided, telling what the formula says.

- Data Tabulation Procedures. The procedures in this component are the heart of each instruction, and they specify methods for collecting and organizing the data. Procedures are tested and proven. They have been employed in a test of the measurement system, and they are based on valid assumptions about police record systems and the flow of paperwork in law enforcement. Many departments will be able to adopt the recommended procedures with little change for local conditions, while others can devise procedures more appropriate to their needs, derived from these.

- The Computation Worksheet. This component provides a form for calculating the value of the measure. Its sequence of procedures will guide the users, step-by-step, through the computation process.

Performance Standards. One or more performance standard completes each set of tools. The sets contain four different ones. These are:

- Internal Norm: Comparison of the level of value of performance achieved in a current measurement period with the average achieved during a preceeding baseline period -- usually five or ten years.

- Internal Trend: Comparison of the rate of change in the level or value or performance achieved in a current measurement period with the rate of change during a preceeding baseline period -- usually one or five years.

- External Norm: Comparison of the level or value of performance achieved with the average achievement of other, similar police departments.

- External Trend: Comparison of the rate of change in the level or value of performance achieved with the average rate of change of other, similar police departments.

The standards are stated in measure form -- defined and incorporated into a measure -- as well as labelled with generic titles.

II

PRINCIPAL FEATURES OF THE CAFETERIA

The Cafeteria is user-oriented. Features have been incorporated which are intended to both satisfy technical requirements at the agency level and make the Cafeteria attractive as a source for measurement tools.

Contemporary Focus. The Cafeteria supplies tools to measure objectives that police currently pursue or may reasonably be expected to pursue. It contains no prescriptive objectives, objectives that police normally do not pursue, but which scholars, advocates, or interest groups feel police ought to pursue. A measurement system built with the tools in the Cafeteria will measure the contemporary police role, the role that is legitimized by custom and legislative action, not a hypothetical, advocate-recommended role.

Comprehensiveness. The Cafeteria is designed to supply tools to build a comprehensive police effectiveness and productivity measurement system. Pilot programming experience suggests that the Cafeteria does contain a sufficient range and number of tools to build a system to cover most of the objectives any police agency is likely to choose to measure.

Modularity. The Cafeteria is modular. Each set of tools in the Cafeteria is a self-contained module. No set of tools is dependent on the use of any other. Users can withdraw any one or combination of sets from the Cafeteria and use them independently for system building without encountering technical problems. There are cost advantages to using clusters of sets, however.

Technical Adequacy. The Cafeteria supplies tools which incorporate attributes that will lead to equitable and valid measurement. It is probably the richest source of technically adequate tools currently available. A measurement system built with these tools will produce measurements that are as equitable, valid, and as definitive as currently possible.

Demonstrated Utility. The tools in the Cafeteria have been field-tested. Their usability in operational settings has been demonstrated. Every objective has been used as a statement of a desired police outcome. Many are currently in use, with and without modification, forming the basis of operational measurement systems and program budgets. Every measure in the Cafeteria has been computed. Data to compute each measure has been assembled and manipulated to produce a measure. Many are still in use.

Every instruction is reliable. Each has survived rigorously designed and administered reliability tests. These, too, are still in use. Future users can expect to achieve similar results.

Confirmed Improvement Power. The tools in the Cafeteria, properly used, will enable police agencies to improve current effectiveness and productivity measurement capabilities. Police agencies can use the tools to construct systems which measure objectives that cannot currently be measured and measure better, objectives which are measured inadequately at present. This improvement power has been confirmed through an independent evaluation conducted by the University City Science Center of Washington, D.C.

III

HOW THE CAFETERIA WAS DEVELOPED

Production and testing of the Cafeteria and its tools consumed four years. The developmental process comprised four roughly distinct processes: conceptualization, development, testing, and refinement.

Modeling The Cafeteria. Development began with modeling. The objective of modeling was to specify the capabilities the Cafeteria and its tools had to extend in order to enable future users to improve their measurement systems. Simplistically viewed, modeling sought to define what users had to be able to do to measure performance better than they were able to at that time, and how the Cafeteria and its tools could help them do it. The model, developed and refined over the course of many months, called for tools that would enable users to measure effectiveness and productivity comprehensively, and to produce valid, equitable, and definitive measurements. These requirements are the elements of adequate measurement introduced in Volume II. The results of the earliest modeling exercise are documented in System Requirements For Measures Of Police Program Performance (PPPM Working Paper, September, 1975).

Stocking The Cafeteria. With modeling essentially completed, the development process turned to production of sets of tools, the building blocks of measurement systems. Objectives that govern the definition and construction of all other tools were prepared first. A seemingly endless number of laboratory draftings and revisions were conducted until a structure of objectives was constructed. Corresponding measures of effectiveness and productivity were then produced. These, too, were revised repeatedly. Raw material for this portion of research, referred to as "candidate" objectives and measures, was extracted from published articles, books, and research reports, budget and management documents of police agencies and municipal government, and personal interviews with practitioners. Some candidates, finally, were invested or created anew. Developmental work on the objectives and measures was performed jointly by the project research staff and an 11-member panel of police chiefs, municipal executives, and performance measurement consultants.

Performance standards, the last or fourth tool in measurement sets, was formulated next. These required far less developmental effort. Most of the standards that were considered and ultimately selected were familiar to the research staff and well accepted by police. Those standards that were ultimately chosen were linked to objective-measure pairs previously prepared.

All developmental work described thusfar was completed during Phase I of the research (1975-76). Production of computation instructions, the remaining tools required to complete the sets, as well as field-testing and system evaluation, were undertaken during Phase II (1977-78). Instructions were prepared initially by the research staff, then revised after the field-tests described below.

Field-Testing and Refinement. Laboratory formulation of the Cafeteria and its tools was conducted purposefully, systematically, and with exacting precision. Nonetheless, evidence remained to be gathered that the measurement tools were suited to use in operating environments, and powerful enough to improve the measurement capabilities of operating police departments. The tools had to be tested and evaluated. Pilot effectiveness and productivity measurement programs were established in three cities. Each city selected objectives from the Cafeteria. The measurement tools were employed to compute measures of these objectives. As a result of careful monitoring, feedback and user evaluation, the tools were refined, and few sets were permanently withdrawn from the Cafeteria.

IV

USING THE CAFETERIA TO BUILD AND ENRICH MEASUREMENT SYSTEMS

Agencies will consider withdrawing tools from the Cafeteria for two purposes: (1) to develop a structure of objectives and (2) to compose sets of tools. These are Activities 1 and 3 respectively of the system development process described in Volume II. Procedures to be followed to accomplish these purposes are outlined below, as are procedures for using the Cafeteria to estimate system augmentation costs, a task performed prior to composing sets. As agencies develop structures and estimate costs, they should remain alert to the potential advantages of including in measurement systems, many objectives which require similar data for measurement. This concept is examined further below. The objectives which require similar data for measurement are itemized as well.

WITHDRAWING OBJECTIVES TO DEVELOP A STRUCTURE

To utilize the Cafeteria to develop a Structure of Objectives:

(1) Study either the full display of objectives presented in "PPPM: Objectives & Measures of Effectiveness & Productivity" below, or the itemizations at the end of the textual introduction to each Part. The full display will serve most efficiently.

(2) Record the reference numbers of those objectives which seem worthy of consideration for inclusion in the structure to be developed.

(3) Using the reference numbers, locate the full set of tools in the appropriate Part of the Cafeteria. The first number in each reference indicates the Part of the Cafeteria in which the set will be found. For example, tool set 1.1.1 will be found in Part I.

(4) Review the entire measurement set, and particularly the Rationale, which appears in the instruction portion of the set. The rationale will provide insights about the purpose and intent of the objective and/or measure which will help in making decisions about the pertinence of the objective for a given local setting.

(5) Review the Data Collection Information section, paying particular attention to the item labelled, "Related Measures." This will usually encourage

agencies to opt to include additional objectives which can be measured for acceptable incremental costs.

(6) Withdraw (select) those objectives which, after review of rationales and data collection information have relevance and appeal for and to an agency.

TO ESTIMATE COSTS OF AUGMENTATION

To utilize the Cafeteria to estimate costs of augmenting the system:

(1) Locate the set of tools with the reference number corresponding to the number of the first objective in the Structure. Be sure that the objective was originally withdrawn from the Cafeteria. If it was not, cost estimates cannot be withdrawn from the Cafeteria.

(2) From the Data Collection Information component of the Instruction, extract the cost estimate -- the one given for the "Separate" cost.

(3) Repeat the procedure for each objective in the Structure which was originally withdrawn from the Cafeteria.

WITHDRAWING TOOLS TO COMPOSE COMPLETE SETS

To utilize the Cafeteria to complete sets of tools:

(1) Locate the set of tools with the reference number corresponding to the number of the first objective in the Structure. Be sure that the objective was originally withdrawn from the Cafeteria. If it was not, remaining tools for a set should not be withdrawn from the Cafeteria.

(2) Withdraw the remaining tools from the set: an effectiveness measure; an instruction; a performance standard -- more than one of each when desired and available. Remember that the tools in any set can be used only with the objective in that set and no other.

(3) Withdraw the productivity measure where available, and when desired, and prepare instructions and

performance standards, using effectiveness measurement sets as models.

BENEFITS OF CLUSTER MEASUREMENT

The cost of setting up procedures and collecting data to measure individual objectives varies. It is modest in some cases, high in others. Regardless of the cost level, a cost advantage can be realized by carefully combining objectives whose measurement requires administration of similar data collection procedures and collection of the same or similar data. Measurement of objectives 1.1.1, 1.2.1, and 1.3.1 for example, should cost $3,000 each to measure separately. Since measurement of these three entails similar analytical and data collection schemes, however, the cost to measure all three together should approximate $5,000. Table 4-1 displays objectives which can be measured in clusters, thereby reducing average cost per objective. This Table should be referred to when agencies select objectives for inclusion in measurement systems. Table 4-2, a companion to Table 4-1, supplies estimates of the set-up and data collection cost associated with measurement of each objective in the Cafeteria. Estimates are given first for the cost of separate measurement, and then for the total cost of measuring all objectives listed in the Related Objectives line.

The estimates which appear in Table 4-2 comprise probable expenditures for the analytical, clerical, and other resources needed to establish PPPM measurement programs in typical police departments -- unmodified PPPM systems. As with all estimates, these forecasts are imprecise and subject to a variety of influences, but they are based on actual experiences in the pilot field-test. Incidentally, cost estimates indicate that a system comprising all objectives in the Cafeteria probably can be implemented and operated for a year, in a department of about 500 to 1,000 officers, for about $100,000 (early 1978 cost levels).

TABLE 4-1

CLUSTER OF RELATED OBJECTIVES

1.1.1 1.2.1 1.3.1	2.6.1	4.2.3
	2.6.2	4.4.2 4.4.3
1.1.2 1.2.2 1.3.2 2.1.1 2.1.2 2.1.3 5.2.2 5.2.3 5.2.4	2.6.3 5.1.1 5.1.2	5.2.4 5.3.2 5.3.4
	3.1.1 3.2.1 3.3.1	5.3.1 5.3.3
	4.1.1	
2.2.1 2.2.2 2.2.3	4.1.2 4.3.1 5.2.1	
2.3.1 2.3.2	4.1.3	
2.4.1 2.4.2 4.2.4	4.2.1	
	4.2.2	
2.5.1 2.5.2		

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TABLE 4-2

COST PREDICTIONS FOR SET-UP AND MEASUREMENT

INITIAL COST FOR PROGRAM DESIGN: ANY SIZE SYSTEM $10,000

OBJECTIVE	COST OF SEPARATE MEASUREMENT	COST OF CLUSTER MEASUREMENT
1.1.1	$ 3,000	$ 5,000
1.2.1	3,000	
1.3.1	3,000	
1.1.2	$20,000	$40,000
1.2.2	20,000	
1.3.2	20,000	
2.1.1	$20,000	
2.1.2	20,000	
2.1.3	20,000	
2.2.1	$ 2,000	$ 5,000
2.2.2	2,000	
2.2.3	2,000	
2.3.1	$ 500	$ 1,000
2.3.2	500	
2.4.1	$ 2,000	$ 3,000
2.4.2	2,000	

[1]Predictions are approximate, based on experience of police departments in range of 500-1,000 officers. They cover the cost of establishing data collection procedures and conducting measurement for one year. Subsequent years' measurement will be substantially, but proportionately less, as program design and set-up tasks will not need to be repeated.

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TABLE 4-2 (CONT'D)

OBJECTIVE	COST OF SEPARATE MEASUREMENT	COST OF CLUSTER MEASUREMENT
2.5.1	$ 1,500	$ 2,000
2.5.2	1,500	
2.6.1	$ 500	$ 750
2.6.2	500	
2.6.3	500	1,000
3.1.1	$ 3,000	$ 8.000
3.2.1	3,000	
3.3.1	3,000	
4.1.1	$ 1,500	$ 1,500
4.1.2	750	1,000
4.1.3	500	500
4.1.4	1,000	1,000
4.2.1	$ 750	$ 750
4.2.2	1,000	1,000
4.2.3	500	500
4.2.4	2,000	See 2.4.1
4.3.1	$ 1,000	See 4.1.2
4.4.1	$ 750	$ 750
4.4.2	$ 1,000	$ 1,500
4.4.3	1,000	

TABLE 4-2 (CONT'D)

OBJECTIVE	COST OF SEPARATE MEASUREMENT	COST OF CLUSTER MEASUREMENT
5.1.1	$ 750	See 2.6.3
5.1.2	750	
5.2.1	1,000	See 4.1.2
5.2.2	7,500	See 1.1.2
5.2.3	7,500	
5.2.4 (Part)	1,000	$ 1,500
5.2.4 (Part)	7,500	See 1.1.2
5.3.1	2,000	2,500
5.3.2	$ 1,000	See 5.2.4
5.3.3	2,000	See 5.3.1
5.3.4	1,000	See 5.2.4

OBJECTIVES AND MEASURES OF EFFECTIVENESS AND PRODUCTIVITY

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CRIME PREVENTION

BASIC OBJECTIVE

1.0 To minimize the occurrence of crime.

MEASURABLE OBJECTIVES: MAJOR, PERSONAL CRIME	EFFECTIVENESS AND PRODUCTIVITY MEASURES
1.1.1 To minimize the number of those major, violent crimes against persons: . homicide . forcible rape . robbery . aggravated assault that are preventable under the following circumstances: . in public, . in commercial or industrial establishments that are police hazards, or . in situations where police assistance could have been provided in time to prevent a crime or an escalation of an incident to a crime, as estimated from crimes reported to the police.	● E1.1.1 Rate of those major, violent crimes against persons referenced in the objective that are preventable under the specified circumstances, per 1,000 population, as estimated from crimes reported to the police.
1.1.2 To minimize the number of those major, violent crimes against persons: . forcible rape . robbery . aggravated assault that are preventable under the following circumstances: . in public, . in commercial or industrial establishments that are police hazards, or . in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime, as estimated from a victimization survey.	● E1.1.2 Rate of those major, violent crimes against persons referenced in the objective that are preventable under the specified circumstances, per 1,000 population, as estimated from a victimization survey.

MEASURABLE OBJECTIVES: MAJOR, PROPERTY CRIME	EFFECTIVENESS AND PRODUCTIVITY MEASURES
1.2.1 To minimize the number of those major crimes against property: . burglary . larceny . vehicle theft that are preventable under the following circumstances: . in public, . in commercial or industrial establishments that are police hazards, or . in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime, as estimated from crimes reported to the police.	● E1.2.1 Rate of those major crimes against property referenced in the objective that are preventable under the specified circumstances, per 1,000 population, as estimated from crimes reported to the police.

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MEASURABLE OBJECTIVES: MAJOR, PROPERTY CRIME (CONT'D)

1.2.2 To minimize the number of those major crimes against property:

- burglary
- larceny
- vehicle theft

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime,

as estimated from a victimization survey.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

● E1.2.2 Rate of those major crimes against property referenced in the objective that are preventable under the specified circumstances, per 1,000 population, as estimated from a victimization survey.

MEASURABLE OBJECTIVES: SELECTED, LESSER CRIMES

1.3.1 To minimize, consistent with community expectations, the number of each of the lesser crimes against persons and property, including:

- other assaults
- arson
- forgery
- counterfeiting
- fraud
- embezzlement
- stolen property; buying, receiving, possessing
- vandalism
- prostitution and commercialized vice
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- narcotic drug laws
- gambling
- offenses against the family and children
- driving under the influence
- liquor law violations
- drunkenness
- disorderly conduct
- other lesser offenses

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime,

as estimated from crimes reported to the police.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

● E1.3.1 Rate of each of the lesser crimes against persons or property referenced in the objective that are preventable under the specified circumstances, per 1,000 population, as estimated from crimes reported to the police.

1.3.2 To minimize, consistent with community expectations, the number of each of the lesser crimes against persons and property, including:

- all other assaults
- arson
- forgery
- counterfeiting
- vandalism
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- offenses against the family and children
- other lesser offenses

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime,

as estimated from a victimization survey.

● E1.3.2 Rate of each of the lesser crimes against persons and property referenced in the objective that are preventable under the specified circumstances, per 1,000 population, as estimated from a victimization survey.

CRIME CONTROL

BASIC OBJECTIVE

2.0 To maximize police knowledge of crime; successfully close reported crimes; maximize adherence to constitutional safeguards; present all relevant facts to, and participate as required in, the judicial process; and to recover and return crime-related and stolen property.

MEASURABLE OBJECTIVES: POLICE KNOWLEDGE OF CRIMES

2.1.1 To maximize the reporting of major crimes against persons:

- forcible rape
- robbery
- aggravated assault.

2.1.2 To maximize the reporting of major crimes against property:

- burglary
- larceny
- vehicle theft.

2.1.3 To maximize the reporting of each lesser crime, consistent with community expectations:

- other assaults
- arson
- forgery
- counterfeiting
- vandalism
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- offenses against the family and children
- other offenses.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

● E2.1.1 Proportion of the total (reported plus unreported) major crimes referenced in the objective that are reported to the police.

● E2.1.2 Proportion of the total (reported plus unreported) major crimes referenced in the objective that are reported to the police.

● E2.1.3 Proportion of total (reported plus unreported) of each lesser crime referenced in the objective that are reported to the police.

MEASURABLE OBJECTIVES: CRIME CASE CLOSURE

2.2.1 To maximize the number of reported, major crimes against persons:

- homicide
- forcible rape
- robbery
- aggravated assault

that are closed successfully by the police after independent verification, such as:

- formal diversion,
- prosecutor acceptance of the case,
- judicial acceptance of the case,
- conviction.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

● E2.2.1 Proportion of reported, major crimes against persons referenced in the objective that are closed successfully by the police after independent verification, through at least one of the specified actions.

● P2.2.1 The total number of reported, major crimes against persons referenced in the objective that are closed successfully by the police after independent verification, through at least one of the specified actions, per employee-month expended in the processing, investigation, and preparation of all major crimes against persons.

MEASURABLE OBJECTIVES: CRIME CASE CLOSURE (CONT'D)

EFFECTIVENESS AND PRODUCTIVITY MEASURES

2.2.2 To maximize the number of reported major crimes against property:

- burglary
- larceny
- vehicle theft

that are closed successfully by the police after independent verification, such as:

- formal diversion,
- prosecutor acceptance of the case,
- judicial acceptance of the case,
- conviction.

- E2.2.2 Proportion of reported, major crimes against property referenced in the objective that are closed successfully by the police after judicial verification, through at least one of the specified actions.
- P2.2.2 The total number of reported, major crimes against property referenced in the objective that are closed successfully by the police after independent verification, through at least one of the specified actions, per employee-month expended in the processing, investigation, and preparation of all major crimes against property.

2.2.3 To maximize, consistent with community expectations, the number of each of the reported lesser personal and property crimes:

- other assaults
- arson
- forgery and counterfeiting
- fraud
- embezzlement
- stolen property: buying, receiving, possessing
- vandalism
- weapons: carrying, possessing, etc.
- prostitution and commercialized vice
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- narcotic drug laws
- gambling
- offenses against the family and children
- driving under the influence
- liquor laws
- drunkenness
- disorderly conduct
- vagrancy
- all other offenses
- curfew and loitering (juveniles)
- runaway (juveniles)

that are closed successfully by the police after independent verification, such as:

- formal diversion,
- prosecutor acceptance of the case,
- judicial acceptance of the case,
- conviction.

- E2.2.3 Proportion of each of the reported, lesser personal and property crimes referenced in the objective that are closed successfully by the police after independent verification, through at least one of the specified actions.
- P2.2.3 The number of each of the reported, lesser personal and property crimes referenced in the objective that are closed successfully by the police after independent verification, through at least one of the specified actions, per employee-month expended in the processing, investigation, and preparation of all lesser crimes.

MEASURABLE OBJECTIVES: CASE PREPARATION AND TESTIMONY

EFFECTIVENESS AND PRODUCTIVITY MEASURES

2.3.1 To maximize the quality of case preparation.

- E2.3.1 Proportion of cases in which the quality of the case preparation is rated satisfactory by both the police and prosecutor.

2.3.2 To maximize the quality of testimony given in legal proceedings.

- E2.3.2 Proportion of instances in which the quality of police testimony is rated satisfactory or better by the prosecutor.

MEASURABLE OBJECTIVES: STOLEN PROPERTY RETURN

EFFECTIVENESS AND PRODUCTIVITY MEASURES

2.4.1 To maximize the proportion of the total value of stolen and other crime-related articles that is recovered and returned to owners.

- E2.4.1 Proportion of total value of stolen and other crime-related articles that is recovered and returned to owners.
- P2.4.1 The total value of all stolen and other crime-related articles that are recovered and returned to owners, per employee-year expended in the recovery, ownership identification, storage or safekeeping, and return of stolen or crime-related property.

2.4.2 To minimize the time that the owners of stolen and other crime-related articles are deprived of the possession and use of that property.

- E2.4.2 Average length of time that the owners of stolen and other crime-related articles are deprived of the possession and use of that property.

MEASURABLE OBJECTIVES: CONSTITUTIONAL PROPRIETY

EFFECTIVENESS AND PRODUCTIVITY MEASURES

2.5.1 To minimize the number of complaints alleging violations of legal safeguards, such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

- E2.5.1a Proportion of complaints of violations of constitutional safeguards referenced in the objective, to total police arrests.
- E2.5.1b Rate of complaints of violations of constitutional safeguards referenced in the objective, per 1,000 population.

2.5.2 To minimize the number of verified violations of constitutional safeguards, such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

- E2.5.2a Proportion of verified violations of constitutional safeguards referenced in the objective, to total police arrests.
- E2.5.2b Rate of verified violations of constitutional safeguards referenced in the objective, per 1,000 population.
- E2.5.2.c Proportion of verified violations of constitutional safeguards referenced in the objective, to complaints of violations of such constitutional safeguards.

MEASURABLE OBJECTIVES: CUSTODY OF PRISONERS

EFFECTIVENESS AND PRODUCTIVITY MEASURES

2.6.1 To maximize the secure detention of persons held in police custody.

- E2.6.1 Proportion of individuals who escape from police custody.

2.6.2 To maximize the personal safety of legal rights to persons held in police custody.

- E2.6.2 Proportion of individuals who suffer death or injuries from other than the legal use of force while in police custody.

2.6.3 To maximize the extension of legal rights to persons held in police custody.

- E2.6.3 Rate of verified violations of legal rights of individuals held in police custody, per 100 such individuals.

CONFLICT RESOLUTION

BASIC OBJECTIVE

3.0 To minimize disorder resulting from inter-personal and inter-group conflict and from personal stress and disorganization, subsequent to police intervention.

MEASURABLE OBJECTIVES: INTER-PERSONAL CONFLICT

3.1.1 To minimize deaths, injuries, property damage, and criminal consequences resulting from interpersonal conflicts, such as:

- domestic disturbances
- landlord/tenant disputes
- neighbor/neighbor disputes
- merchant/customer disputes

subsequent to police intervention.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

- E3.1.1a Proportion of inter-personal conflict incidents (of each kind) in which there was, subsequent to police intervention, an escalation including: additional deaths or injuries to citizens or officers; increased property damage; invocation of additional or more significant criminal consequences than would have originally been applied.
- E3.1.1b Proportion of inter-personal conflict incidents (of each kind) in which there was an escalation and which required another police intervention within 15 days.

MEASURABLE OBJECTIVES: INTER-GROUP CONFLICT

3.2.1 To minimize deaths, injuries, property damage, and criminal consequences resulting from conflict between groups, such as:

- youth gangs
- labor and management groups
- political or social factions

subsequent to police intervention.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

- E3.2.1a Proportion of inter-group conflict incidents (of each kind) in which there was, subsequent to police intervention, an escalation including: additional deaths or injuries to citizens or officers; increased property damage; invocation of additional or more significant criminal consequences than would have originally been applied.
- E3.2.1b Proportion of inter-group conflict incidents (of each kind) in which there was an escalation and which required another police intervention within 15 days.

MEASURABLE OBJECTIVES: PERSONAL STRESS

3.3.1 To minimize deaths, injuries, property damage, and criminal consequences brought about by personal stress or disorientation problems such as:

- alcoholism or drunkenness
- drug abuse
- mental illness

subsequent to police intervention.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

- E3.3.1a Proportion of intra-personal stress or personal disorganization incidents (of each kind) in which there was, subsequent to police intervention, an escalation including: additional deaths or injuries to citizens or officers; increased property damage; invocation of additional or more significant criminal consequences than would have originally been applied.
- E3.3.1b Proportion of intra-personal stress or personal disorganization incidents (of each kind) in which there was and escalation and which required another police intervention within 15 days.

SERVICES

BASIC OBJECTIVE

4.0 To maximize the level and quality of those police services authorized or required by federal, state, and/or local governments provided to the community and/or local governments.

MEASURABLE OBJECTIVES: TRAFFIC SERVICES

4.1.1 To minimize the number of motor vehicle accidents, the number and severity of related injuries, and the amount of property damage.

4.1.2 To minimize stress and confusion at the scene of traffic accidents, and to maximize the quality of information concerning rights and responsibilities that is provided to the participants.

4.1.3 To minimize traffic congestion.

4.1.4 To maximize the proportion of instances in which stranded motorists are assisted in a timely and satisfactory way.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

- E4.1.1a Rate of reported traffic accidents, per 1,000 population.
- P4.1.1a Total number of reported traffic accidents, per employee-day and other resources expended on traffic enforcement and education.
- E4.1.1b Proportion of reported traffic accidents resulting in death or injuries requiring hospitalization.
- E4.1.1c Proportion of value of locally registered vehicles that is damaged in traffic accidents.
- E4.1.2 Proportion of accident participants who rate police conduct as satisfactory in regard to each of the following aspects of accident management: speed of arrival on the scene, reduction of tension, equity of treatment of participants, and provision of information on participants' rights and responsibilities.
- E4.1.3 Ratio between the actual time required to travel between a sample of geographic points at posted speeds in peak traffic, and the optimum time for traveling such routes.
- P4.1.3 Reduction in average travel time, per employee-day expended in the control of congestion.
- E4.1.4a Average elapsed time between the time a motorist becomes stranded and the time that police assistance is provided.
- E4.1.4b Proportion of cases involving assistance to stranded motorists in which police service is rated as satisfactory by the recipient of the assistance in terms of waiting time and service received.

MEASURABLE OBJECTIVES: SERVICES TO PUBLIC

4.2.1 To minimize the loss of life and degree of injury in all medical emergencies coming to the attention of the police.

4.2.2 To maximize the safety of the individual citizen's person and property in situations where the circumstances or limitations of the citizen require extraordinary police attention, such as:

- providing escorts when special safety or security problems exist,
- aiding the aged and infirmed in potentially difficult or dangerous situations,
- protecting persons and property under serious threat of harm.

EFFECTIVENESS AND PRODUCTIVITY MEASURES

- E4.2.1 Proportion of cases in which hospital emergency personnel rate the appropriateness and timeliness of police emergency medical assistance to be satisfactory.
- E4.2.2 Proportion of the reported incidents in which the safety of the individual citizen's person or property is satisfactorily protected in each of the following categories referenced in the objective.
- P4.2.2 Total number of security services successfully extended, per employee-day expended in such activities.

MEASURABLE OBJECTIVES: SERVICES TO PUBLIC (CONT'D)

EFFECTIVENESS AND PRODUCTIVITY MEASURES

4.2.3 To maximize the number of missing persons that are located.

- E4.2.3 Proportion of adults and juveniles who are reported missing and are subsequently located through police action.
- P4.2.3 Total number of missing persons who are located through police action, per employee-month expended in locating missing persons.

4.2.4 To maximize the number of articles and the value of property found and returned to owners.

- E4.2.4a Proportion of found articles that is returned to owners.
- E4.2.4b Proportion of the value of found articles that is returned to their owners.
- P4.2.4b Total value of found articles that are returned to owners, per employee-day expended in the identification, storage, and return of found property.

MEASURABLE OBJECTIVES: INFORMATION AND ASSISTANCE

EFFECTIVENESS AND PRODUCTIVITY MEASURES

4.3.1 To maximize the convenience, effectiveness, and courtesy of police response to citizens' requests for information and assistance.

- E4.3.1 Proportion of citizens who have requested information or assistance and are satisfied with the convenience, effectiveness, and courtesy of the response.

MEASURABLE OBJECTIVES: SERVICES TO OTHER AGENCIES

EFFECTIVENESS AND PRODUCTIVITY MEASURES

4.4.1 To maximize the level and quality of service provided to other elements of the criminal justice system, such as serving warrants and subpoenas.

- E4.4.1a Proportion of warrants that are served.
- P4.4.1a The number of warrants served per employee-day expended in serving warrants.
- E4.4.1b Average time elapsed between the receipt of warrants by the police and their service.
- E4.4.1c Proportion of subpoenas that are served.
- P4.4.1c The number of subpoenas served per employee-day expended in serving subpoenas.
- E4.4.1d Average time elapsed between the receipt of subpoenas by the police and service.

4.4.2 To maximize the quality of service provided to selected public and private agencies, such as:

- counseling school children
- offering crime prevention programs for retail merchants' associations
- developing and presenting traffic safety programs with local safety council
- transporting emergency supplies for local medical facilities.

- E4.4.2 Proportion of public and private agencies that use police services and rate that service to be satisfactory.

4.4.3 To maximize the quality of services provided to other local government agencies, such as:

- participation in traffic flow analysis
- cooperation with parks and recreation on vandalism problems
- dispatching for some or all local government agencies.

- E4.4.3 Proportion of other local government agencies that use police services and rate that service to be satisfactory.

ADMINISTRATION

BASIC OBJECTIVE

5.0 To maximize the achievement of those objectives which facilitate the fulfillment of the primary responsibilities of the local police and their parent local government.

MEASURABLE OBJECTIVES: INTEGRITY AND COMPETENCE

EFFECTIVENESS AND PRODUCTIVITY MEASURES

5.1.1 To maximize departmental integrity by minimizing acts of police corruption, such as:

- solicitation of bribes or gratuities
- acceptance of bribes or gratuities
- protecting law violators from arrest or prosecution
- violation of public trust.

- E5.1.1a Proportion of formal complaints of police corruption (as referenced in the objective) that are supported by some evidence.
- E5.1.1b Rate of verified acts of police corruption (referenced in the objective), per 100 sworn police employees.

5.1.2 To maximize professional police behavior by minimizing instances of police misconduct and incompetence, such as:

- misconduct
  - discourtesy
  - verbal abuse
  - harassment
  - excessive use of force, including unauthorized discharge of firearms
  - violations of department code of personal conduct
- incompetence
  - negligent operation of departmental equipment
  - failure to adhere to departmental operation procedures.

- E5.1.2a Proportion of all formal complaints of police misconduct or incompetence referenced in the objective that are supported by some evidence.
- E5.1.2b Rate of verified instances of police misconduct or incompetence referenced in the objective, per 100 sworn police employees.

MEASURABLE OBJECTIVES: COMMUNITY LEADERSHIP

EFFECTIVENESS AND PRODUCTIVITY MEASURES

5.2.1 To maximize public esteem for the department by maintaining the highest possible number of instances in which individuals who wish to register positive or negative feedback, including officially recognized complaints, are able to do so without encountering resistance, discourtesy, or unsatisfactory service.

- E5.2.1a Proportion of citizens who register positive or negative feedback, including officially recognized complaints, and rate the department's handling of their comments as satisfactory insofar as: willingness to accept comment, courtesy, and service are concerned.
- E5.2.1b Proportion of the public who are willing to register positive or negative feedback, including complaints.

5.2.2 To maximize the degree to which the public possesses accurate knowledge of the level and location of crime.

- E5.2.2 Degree to which the public possesses accurate knowledge of the level and location of crime, as indicated by average score on a test of such knowledge given to a sample of citizens.

5.2.3 To maximize public understanding of police objectives, the ability of the police to achieve those objectives, and citizens' roles and responsibilities in the prevention and control of crime.

- E5.2.3a Degree of public understanding of police objectives.
- E5.2.3b Degree of public understanding of citizens' roles and responsibilities in the prevention and control of crime, as manifested by average scores on a test of such understanding (knowledge) given to a sample of citizens.

MEASURABLE OBJECTIVES: COMMUNITY LEADERSHIP (CONT'D)	EFFECTIVENESS AND PRODUCTIVITY MEASURES
5.2.4 To maximize the police community leadership role in crime prevention and control planning, and to coordinate, cooperate and plan with other elements of the criminal justice system, with appropriate public and private agencies, and with other units of local government.	● E5.2.4a Composite rating of police community leadership role in crime prevention and control planning, and level of coordination, cooperation, and planning with other elements of the criminal justice system, with appropriate public and private agencies, and with other units of local government, as determined by rating instruments administered to city administrators and heads of other public and private agencies. ● E5.2.4b Proportion of public who recognize the chief of police as a community leader. ● E5.2.4c Proportion of public who know of the police position on community issues.
MEASURABLE OBJECTIVES: COORDINATION WITH OTHER AGENCIES	**EFFECTIVENESS AND PRODUCTIVITY MEASURES**
5.3.1 To maximize the number of instances in which: . other criminal justice agencies . local government agencies are persuaded to conduct activities that will facilitate the fulfillment of primary police responsibilities.	● E5.3.1 Number of instances in which other criminal justice agencies and other local government agencies are persuaded to conduct activities that will facilitate the fulfillment of primary police responsibilities.
5.3.2 To maximize continuous adherence to established executive, legislative, and judicial norms or policies, such as: . public accountability . fiscal responsibility . affirmative action in personnel practices.	● E5.3.2 Degree of adherence to established executive, legislative, and judicial norms and policies, as evaluated by local executive, legislative and judicial officials.
5.3.3 To maximize the number of instances in which the police conduct activities that contribute to the achievement of the objectives of: . other criminal justice agencies . other local government agencies without interfering with the fulfillment of primary police responsibilities.	● E5.3.3 Extent to which the police conduct activities which contribute to the achievement of the objectives of other criminal justice agencies and other local government agencies.
5.3.4 To maximize the number of instances of cooperative planning between the police and: . other criminal justice agencies . other local government agencies to assure the compatability of objectives and procedures.	● E5.3.4 Extent to which the police participate in cooperative planning with other criminal justice agencies, and other local government agencies to assure the compatability of objectives and procedures, as evaluated by the heads of such agencies.

A CAFETERIA OF MEASUREMENT TOOLS

PART I

CRIME PREVENTION

PART I

TOOLS TO MEASURE
CRIME PREVENTION OBJECTIVES

This part of the Cafeteria sets forth tools to measure police effectiveness in the area of crime prevention. Sets of tools--each of which contains one measurable objective, and at least one measure, computation instruction, and performance standard--are organized into three broad categories that correspond to common crime classifications. Each broad category is in turn subdivided into two parts, reflecting two different approaches to measuring crime levels.

Part I objectives relate to the prevention of crime. In the past, police agencies have been reluctant--and rightfully so--to accept full responsibility for reducing crime levels. Crime is a complex phenomenon, influenced by a multitude of social pressures. It is unrealistic to hold the police to account for this single-handedly.

On the other hand, it is almost universally agreed that police have some responsibility for crime prevention. No system of performance measurement would be complete or credible without some provision for assessing success in the prevention of crime. Thus the tools in this Part are offered not as a final solution, but as a temporary stop-gap, to suffice until more satisfactory measurement techniques are devised. The user will find these a significant improvement over previous methods. Many have already found that advance sufficient to warrant adoption.

Minimize Crime

To improve the measurement of crime prevention (as with the other subject areas), all measurable objectives are expressed in terms of optimizing (minimizing, in this case) crime levels rather than the more absolute reducing. In many contexts, the forces that promote crime are so powerful that there is nothing the police can do to reduce crime; the best police can hope for is to temper the rate of increase. This should be recognized and expressed in the goal statement. All the crime prevention objectives read, "to minimize the level..." of crime.

Preventability

A second provision of the crime prevention objectives sharpens the focus of measurement by narrowing the range of offenses under consideration. There are always some crimes that the police--no

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matter what tactics might be employed--could never prevent, while there are others that are more susceptible to police activities. As a means of gauging police effectiveness more precisely, three criteria exclude from consideration those crimes that are clearly inaccessible to police patrol and, therefore, "unpreventable." That is, the only crimes for which the police department is to be held to account in this instance are those that occur in places to which police have recurrent, legal access. Crime prevention objectives, therefore, read, "to minimize the level of... crimes that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime."

Dual Data Sources

Technical measurement problems have plagued all previous attempted to appraise police success at crime prevention. The most glaring of these is the fact that prevention cannot be measured directly, because the focus of the effort--a potential crime that did not occur--is not an event.

The only way this problem can be dealt with is to approach it indirectly. Since one cannot count prevented crimes, one must count crimes that did occur and make some expert, professional, or policy judgment whether, in light of all the surrounding environmental conditions, that figure is as low as it can be.

The second technical problem involves the manner in which the number of crimes that have been committed is calculated. The usual and traditional practice, followed with the Uniform Crime Reports, is to count the number of crimes that are reported to the police. However, it is known that different people report (or fail to report) offenses to the police in different patterns, and even the same people report in different ways at different times. So when the rate of reported burglaries goes up, it is never really known whether the level of burglaries that actually occurred went up or the people just changed their reporting practices.

To keep track of crime rates without regard to reporting practices, a special measurement technique has been devised. Called the

victimization survey, this procedure estimates crime levels by polling a representative sample of citizens. Each is asked whether he/she has become the victim of a crime during the preceeding year.

While it solves some of the defects of the UCR method, the victimization survey technique presents problems of its own. One of the most prominent of these is the technique's complexity and the need for outside, professional help in using it.

Since neither the UCR nor the survey technique is a wholly satisfactory method of gauging crime levels, the PPPM system makes provision for using both tools. For every class of "preventable" crime (violent, major property, etc.), there are two objectives. One points to minimizing reported crime (as measured by the UCR technique), while the other stresses minimizing total crime (as calculated from a victimization survey). Reliance on either objective in exclusion of the other is not recommended if it can be avoided. Rather, it is suggested that a combination of the two approaches, carefully considered at appropriate (and often different) intervals, may make the most sense of police experience with crime prevention.

Community Expectations

A third, significant feature of the crime prevention measurement tools is the fashion in which they deal with lesser (Part II) offenses. Not every crime, even among lesser offenses, is as important as all others. Some officials may feel that their police agencies should be judged by their success in preventing all major crimes, but only certain, selected offenses of lesser moment. They may claim that they are not as concerned about preventing minor violations like drunkenness or vagrancy, as much as they care about more serious crimes such as assault and arson. Their assessment scheme, therefore, should reflect this emphasis.

The measurement tools are designed to accommodate such a concern. Rather than lumping all Part II crimes together, the objectives and measures treat each category separately. Further, they contend that these lesser offenses should be minimized and measured not in the absolute, but consistent with community expectations. This wording permits each community to tailor the measurement tools to its own needs, selecting for consideration only those crimes deemed appropriate to its own priorities.

Crime Prevention Objectives

The objectives and other tools in this Part are organized as follows:

Number	Objective
1.1.1	To minimize...reported, major, "preventable" crimes against persons...
1.1.2	To minimize...total, major, "preventable" crimes against persons...
1.2.1	To minimize...reported, major "preventable" crimes against property...
1.2.2	To minimize...total, major, "preventable" crimes against property...
1.3.1	To minimize, consistent with community expectations...reported, lesser, "preventable" crimes...
1.3.2	To minimize, consistent with community expectations...total, lesser, "preventable" crimes...

Productivity measurement of crime prevention is not practical under the PPPM system.

MEASUREMENT SET 1.1.1

MEASURABLE OBJECTIVE 1.1.1

To minimize the number of those major, violent crimes against persons:

- homicide
- forcible rape
- robbery
- aggravated assault

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could have been provided in time to prevent a crime or an escalation of an incident to a crime,

as estimated from crimes reported to the police.

CORE EFFECTIVENESS MEASURE E1.1.1

Rate of those major, violent crimes against persons:

- homicide
- forcible rape
- robbery
- aggravated assault

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could have been provided in time to prevent a crime or an escalation of an incident to a crime,

per 1,000 population, as estimated from crimes reported to the police.

DATA COLLECTION INFORMATION

Data Source: Enhanced Crime Reports

Related Measures: E1.2.1, E1.3.1

Data Availability: Generally available with minor revisions to forms.

Minimum Study Period: One Month

Data Collection Mode: Continuous

Estimated Cost of Collection: $3,000 (Separate); $5,000 (Cluster)

Measurement Interval: Monthly, Quarterly, Yearly

Directionality: Down

RATIONALE

One very important segment of police responsibility for crime prevention deals with the four major crimes against persons. It is clear, however, that the police cannot be held accountable for criminal events that take place in areas where they do not have direct access; e.g., in the privacy of a person's home, inside buildings generally, or on private property to which the public does not have access. This objective (and its associated measures) seek to narrow the scope of police crime prevention responsibility by restricting consideration to crimes that take place in areas where the police might be expected to have access. Thus the department is held to account only for those crimes that have some possibility of prevention.

MEASUREMENT STRATEGY

Data for this measure are taken from crime incident reports. To facilitate tabulation, the typical report form may be enhanced by four questions which explicitly set out the preventability criteria.

DATA ELEMENTS

VAR001 - Number of reported occurrences of "preventable" homicide during study period.

VAR002 - Number of reported occurrences of "preventable" forcible rape during study period.

VAR003 - Number of reported occurrences of "preventable" robbery during study period.

VAR004 - Number of reported occurrences of "preventable" aggravated assault during study period.

VAR005 - The current resident population of the jurisdiction.

DATA ELEMENT DEFINITIONS

1. Reported occurrences of the crimes specified are usually documented in official crime reports. The source document is the crime report completed by the investigating patrol officer. Many crimes, as reported, are later discovered to be unfounded or improperly classified. Following UCR practice, if these unfoundings or errors cannot be corrected in time to be reflected on the current month's tabulation, subsequent reports should be adjusted.

2. The four crime categories represent the Uniform Crime Report (UCR) Part I person offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. A jurisdiction's current resident population is that established by the latest official (government) survey or estimate.

4. Preventable circumstances:

(a) In public refers to an area where the police could have or would have had access to the incident by virtue of its location in the "public sector" of the community. For each jurisdiction the areas to which police legally have direct access may vary, and therefore what is "public" must be governed by the convention of specific communities. The intent here is to identify areas within which crimes occur and the police have general patrol responsibility which theoretically could result in the prevention of crime.

(b) Commercial or industrial establishments that are police hazards are the premises of specific establishments for which the police have been given or have taken formal responsibility for crime prevention. The rationale here is that there are certain known areas within cities where the police are aware of recurring criminal acts, and the police themselves or a municipal body will request that such premises be inspected or surveilled on a regular basis. In these instances the police have access and the opportunity to prevent crime, because, for all practical purposes they have assumed jurisdiction. Examples, shown in Figure 1, the report addendum, include bars, liquor stores, convenience stores, pool halls, and massage parlors.

(c) Situations where police assistance could be provided in time to prevent a crime relates to (1) the adequacy of response time and (2) what happens after the police have or should have arrived, following police notification of an incident requiring their assistance. Average response time, by priority of call, must be determined in advance. Due to the various stages of development of departmental dispatch systems, the point at which the police should be held responsible for prevention can vary in three ways. If the department has good data on its response time capabilities, an average figure can be used to serve as the time at which responsibility is assumed. If the agency does not know its response time capability, but the chief is willing to stipulate a reasonable value, then this estimate can be used. If average response time cannot be determined or estimated, then the crime can be considered preventable only if it occurs subsequent to police arrival on the scene.

(d) Escalation of the incident to a crime refers to the progression of a conflict (pre-crime) incident into one of the four crimes specified, or the commission of a second major, violent offense while officers are present on the scene. To count an offense as preventable under this criterion the crime must have occurred subsequent to police arrival and prior to departure.

Figure 1

CRIME REPORT ADDENDUM

PLEASE CHECK THE APPROPRIATE BOX:

1. Did the crime occur in an area where police have direct access or legal jurisdiction, such as:
   - On a public street
   - In an area normally patrolled by police
   - In a public area
   - In any other "public sector" of the community

   ▱ YES ▱ NO

2. Did this crime occur on the premises of one of the following types of establishments? (Specify which by placing an "X" in appropriate box below.)

   ▱ Bar, Cocktail Lounge, etc.

   ▱ Massage Parlor, etc.

   ▱ Liquor Store

   ▱ Pool Room, Game Room, etc.

   ▱ Convenience Store

   ▱ YES ▱ NO

3. Did this crime occur after police arrival and before departure? (If crime is in progress upon arrival, answer "NO.")

   ▱ YES ▱ NO

4. Did the nature of the crime escalate in police presence? That is, after police arrived, did the crime incident progress from say an assault to an assault with a deadly weapon?

   ▱ YES ▱ NO

MEASURE COMPUTATION FORMULA

$$E1.1.1 = \frac{\sum \text{VAR001 thru VAR004}}{.001 \times (\text{VAR005})}$$

To calculate the measure E1.1.1, add the number of reported occurrences of "preventable" homicide (VAR001), rape (VAR002), robbery (VAR003), and aggravated assault (VAR004). Multiply the resident population (VAR005) by one-thousandth (.001). Divide the total "preventable" crimes by the "adjusted" (multiplied) population. The resulting value represents the rate of reported occurrences of "preventable" major violent crimes against person.

DATA TABULATION PROCEDURES

The data required for this measure deal solely with reported Part I person crimes (homicide, forcible rape, robbery, and aggravated assault) that are preventable. To satisfy these requirements, two determinations must be made:

- offense type
- whether or not the offense was preventable.

The type of offense is determined in precisely the same manner for this measure as for the Uniform Crime Reports. Therefore, data collection procedures should be integrated into the regular, UCR case accounting system.

1. Source Document

The source document that contains the data elements required to compute this measure (that is, both type of offense and "preventable" circumstances of crime occurrence) is the department's crime report. Many departments may choose to modify their forms to facilitate collection of preventability data. An example of questions that will provide the appropriate information is given in the crime report addendum shown in Figure 1.

2. Tabulation Form

The Reported Offense Tabulation Form (Form 1) is designed for hand tabulating Part I person offenses that meet one or more of the "preventability" criteria. Provision is also made on the form for tabulating data pertaining to Part I property crimes and selected Part II offenses, data elements that are required to compute subsequent measures. The form is divided into three sections, Part I person crimes, Part I property crimes, and selected Part II crimes. The numbers of "preventable" offenses (in each crime category) are tabulated in the column labelled Preventable Occurrences.

3. Tabulation Procedures

Using the Reported Offense Tabulation form, tabulate "preventable" offenses (crimes) using the following procedures and decision rules:

a. Offense type. The type of offense is determined in precisely the same manner for this measure as for the Uniform Crime Reports. Therefore, data collection procedures should be integrated into the regular, UCR case accounting system.

b. "Preventable" circumstances. The department's crime (incident) report should incorporate questions similar to those shown in the crime report addendum, Figure 1. An affirmative response to any of the four questions indicates that the offense should be counted as "preventable." A negative response to all four indicates a crime that is not "preventable."

c. Tabulation. If an offense can be classified as "preventable," mark one preventable occurrence in the appropriate crime category row on the Reported Offense Tabulation Form. If more than one crime is shown on the crime report, follow UCR practice and tabulate only the most serious offense that meets one of the preventability criteria. All Part I and the selected Part II offenses are tabulated, even though this measure is restricted to Part I person offenses. Subsequent measures (E1.2.1, E1.3.1) will make use of the tabulated Part I property and Part II offense information. For reference, see the completed sample tabulation form attached.

After all "preventable" offenses have been tabulated, sum the tabulations in each offense category of Part I and II crimes and enter the total in the column labelled "Number." These totals provide the offense data elements (VAR001 thru VAR004) required to compute this measure.

PPPM
MEASURES
E1.1.1
E1.2.1
E1.3.1

REPORTED OFFENSE TABULATION FORM

OFFENSE	PREVENTABLE OCCURRENCES	NUMBER	VAR
PART I PERSON (E1.1.1)			
HOMICIDE			001
FORCIBLE RAPE			002
ROBBERY			003
AGGRAVATED ASSAULT			004
TOTAL			
PART I PROPERTY (E1.2.1)			
BURGLARY			010
LARCENY			011
VEHICLE THEFT			012
TOTAL			
PART II (E1.3.1)			
OTHER ASSAULTS			016
ARSON			017
FORGERY			018
COUNTERFEITING			019
FRAUD			020
EMBEZZLEMENT			021
STOLEN PROPERTY (BUY, RECEIVE, POSSESS)			022
VANDALISM			023
PROSTITUTION AND VICE			024
SEX OFFENSES			025
NARCOTIC DRUG VIOLATIONS			026
GAMBLING			027
OFFENSES AGAINST THE FAMILY & CHILDREN			028
DRIVING UNDER INFLUENCE			029
LIQUOR LAW VIOLATIONS			030
DRUNKENNESS			031
DISORDERLY CONDUCT			032
OTHER LESSER OFFENSES			033

PAGE _____ OF _____ STUDY PERIOD _____

FORM 1

USING THE COMPUTATION WORKSHEET

After the number of "preventable" crimes in each category were tabulated, each offense type was totalled. Enter the number of reported "preventable" crimes in each offense category on the following lines of the worksheet (Form 2):

- preventable homicides--line 1;
- preventable rapes--line 2;
- preventable robberies--line 3;
- preventable aggravated assaults--line 4.

Add lines 1 thru 4, and enter the total on line 5. Line 5 represents the total "preventable" Part I person crimes, for computation of this measure.

Enter on line 6 the population of the jurisdiction (city, county, etc.) based on the latest official government (state or federal) survey. Multiply the population by .001 (to facilitate calculating the rate of crime per 1,000 population) and enter the result on line 7.

Divide line 5 by line 7 and enter the result on line 8. Line 8 is the value of effectiveness measure E1.1.1, and represents the extent to which the police are successful in minimizing the four specified crimes.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period

compared to change in the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measures

Rate....compared to the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E1.1.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of reported occurrences of "preventable" homicide (VAR001)..... _____	6. Enter the current resident population of the jurisdiction (VAR005)..... _____
2. Enter the number of reported occurrences of "preventable" rape (VAR002)..... _____	7. Multiply line 6 by .001..... _____
3. Enter the number of reported occurrences of "preventable" robbery (VAR003)..... _____	8. Divide line 5 by line 7, and enter the rate of "preventable," major crimes against persons, per 1,000 population. This is the value of measure E1.1.1..... [ ]
4. Enter the number of reported occurrences of "preventable," aggravated assault (VAR004)..... _____	
5. Enter the total number of reported occurrences of "preventable," major crimes against persons (sum lines 1 through 4)..... _____	

Form 2

MEASUREMENT SET 1.1.2

MEASURABLE OBJECTIVE 1.1.2

To minimize the number of those major, violent crimes against persons:

- forcible rape
- robbery
- aggravated assault

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime

as estimated from a victimization survey.

CORE EFFECTIVENESS MEASURE E1.1.2

Rate of those major, violent crimes against persons:

- forcible rape
- robbery
- aggravated assault

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime

per 1,000 population as estimated from a victimization survey.

NOTE: The crime of homicide was not included in this measure since "surveys have proven most successful in estimating crimes with specific victims who understand what happened to them and how it happened and who are willing to report what they know." National Crime Survey

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Report, Criminal Victimization Surveys, A Comparison of 1972 and 1974 Findings, U.S. Department of Justice, Law Enforcement Assistance Administration, NCJISS, November 1976, p.1. Obviously, victims of homicide cannot become respondents in a victimization survey.

DATA COLLECTION INFORMATION

Data Source: Victimization Survey

Related Measures: E1.2.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3 E2.1.4

Data Availability: Requires Special Public Survey

Minimum Study Period: One Year

Data Collection Mode: Special Purpose Collection

Estimated Cost of Collection: $20,000 (Separate)
$40,000 (Cluster)

Measurement Interval: Yearly or Less Frequent

Directionality: Down

RATIONALE

To some degree a department's success in preventing violent crime can be determined by watching the rate of reported crime reflected in E1.1.1. However the level of crime that occurs in a community includes much crime that never gets reported to the police, and thus police must strive to prevent unreported offenses as well as those known to the police. The most accurate method of obtaining this information is the victimization survey.

MEASUREMENT STRATEGY

Data for this measure are taken from a victimization survey, a methodical poll of community residents and businesses, that gives an estimate of crime levels independent of police reports. NOTE: The conduct of a victimization survey is an intensely complicated, technical procedure. To preserve required levels of accuracy, most police departments prefer to hire-out the task to a privage organization or governmental agency that is experienced in public opinion survey techniques.

DATA ELEMENTS

VAR006 - Number of occurrences (reported and unreported) of "preventable" forcible rape during study period determined by a victimization survey.

VAR007 - Number of occurrences (reported and unreported) of "preventable" robbery during study period determined by a victimization survey.

VAR008 - Number of occurrences (reported and unreported) of "preventable" aggravated assault during study period determined by a victimization survey.

VAR009 - Number of respondents in the victimization survey.

DATA ELEMENT DEFINITIONS

1. Number of occurrences of crime refers to the number of offenses that take place during a specified period of time, without regard to whether those offenses are reported to the police. For the purposes of this measure, the number of actual occurrences is estimated by conducting a survey of victimization among residents of the jurisdiction.

2. The three crime categories represent the Uniform Crime Report (UCR) Part I person offenses, excluding homicide. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. Preventable circumstances:

(a) In public refers to an area where the police could have or would have had access to the incident by virtue of its location in the "public sector" of the community. For each jurisdiction the areas to which police legally have direct access may vary, and therefore what is "public" must be governed by the convention of specific communities. The intent here is to identify areas within which crimes occur and the police have general patrol responsibility which theoretically could result in the prevention of crime.

(b) Commercial or industrial establishments that are police hazards are the premises of specific establishments which the police have been given or have taken formal responsibility for crime prevention. The rationale here is that there are certain known areas within cities where the police are aware of recurring criminal acts, and the police themselves or a municipal body will request that such premises be inspected or surveilled on a regular basis. In these instances the police have access and the opportunity to prevent crime, because, for all practical purposes they have assumed jurisdiction. Examples include bars, liquor stores, convenience stores, pool halls, and massage parlors.

(c) Situations where police assistance could be provided in time to prevent a crime relates to (1) the adequacy of response time and (2) what happens after the police have or should have arrived, following police notification of an incident requiring their assistance. Average response time, by priority of call, must be determined in advance. Due to the various stages of development of departmental dispatch systems, the point at which the police should be held responsible for prevention can vary in three ways. If the department has good data on its response time capabilities, an average figure can be used to serve as the time at which responsibility is assumed. If the agency does not know its response time capability, but the chief is willing to stipulate a reasonable value, then this estimate can be used. If average response time cannot be determined or estimated, then the crime can be considered preventable only if it occurs subsequent to police arrival on the scene.

(d) Escalation of the incident to a crime refers to the progression of a conflict (pre-crime) incident into one of the three crimes specified, or the commission of a second major, violent offense while officers are present

at the scene. To count an offense as preventable under this criterion, the crime must have occurred subsequent to police arrival and prior to departure.

MEASURE COMPUTATION FORMULA

$$E1.1.2 = \frac{\sum \text{VAR006 thru VAR008}}{.001 \times (\text{VAR009})}$$

To calculate measure E1.1.2, add the number of occurrences of "preventable" rape (VAR006), robbery (VAR007), and aggravated assault (VAR008). Multiply the number of respondents in the victimization survey (VAR009) by one-thousandth (.001). Divide the total preventable crimes determined by the survey by the "adjusted" (multiplied) number of respondents. The resulting value represents the estimated rate per 1,000 population of the actual occurrence of "preventable" rape, robbery, and aggravated assault.

DATA TABULATION PROCEDURES

The design and conduct of a victimization survey is a complex and highly technical task. Procedures must be tailored to each jurisdiction, but should follow the methods used in the National Crime Panel study by the United States Bureau of Census. Procedures are detailed in Criminal Victimization in the United States-1973: A National Crime Survey Report, U.S. Department of Justice, Law Enforcement Assistance Administration, NCJISS, December 1976. Survey design and data collection for the measures requiring a victimization survey (E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, and E2.1.3) would normally be the responsibility of a consultant or an organization with the required expertise. Citizens included in the sample of the jurisdiction surveyed are interviewed and asked if they (or someone in their household) has been victimized during a specific time period.

The Victimization Survey Data Entry Form (Form 3) is used to enter data output from the analysis of the incident information collected during the victimization survey. The form makes provision for the entry of incident data for the Part I offenses (except homicide) and selected Part II offenses. Incident data for each offense category is entered in terms of the number of preventable offenses (Col. 1), number of non-preventable offenses (Col. 2), total number of offenses (Col. 3), and the number of offenses reported to the police (Col. 4). The form also makes provision for the entry of the following general survey information: (1) number of households, (2) number of refusals, (3) total sample size, and (4) total persons represented. As a reference for data entry, see the completed sample Victimization Survey Data Entry Form (Form 3).

For E1.1.2, the number of "preventable" and "non-preventable" rapes, robberies, and aggravated assaults is entered in Columns 1 and 2, respectively, on the data entry form (see Form 3). At the bottom of the data entry form, enter the (1) number of households, (2) number of refusals, (3) total sample size, and (4) total persons represented in the victimization survey.

USING THE COMPUTATION WORKSHEET

From the Victimization Survey Data Entry Form, transfer the number of "preventable" offenses to the following lines of the worksheet (Form 4):

- preventable rapes--line 1;
- preventable robberies--line 2;
- preventable aggravated assaults--line 3.

Add lines 1 thru 3, and enter the total on line 4. On line 5 enter the number of respondents in the victimization survey. Multiply the number of respondents by .001 (to facilitate calculating the rate of crime per 1,000) and enter the result on line 6.

Divide line 4 by line 6 and enter the result on line 7. Line 7 is the value of the effectiveness measure E1.1.2, and represents the extent to which the police are successful in minimizing the three specified crimes.

PPPM MEASURES
E1.1.2
E1.2.2
E1.3.2
E2.1.1
E2.1.2
E2.1.3

VICTIMIZATION SURVEY DATA ENTRY FORM

OFFENSE	1. NUMBER PREVENTABLE	VAR	2. NUMBER NOT PREVENTABLE	3. TOTAL OFFENSES	VAR	4. NUMBER REPORTED TO POLICE	VAR
PART I PERSON	(E1.1.2)		(E2.1.1)				
FORCIBLE RAPE		006			008		001
ROBBERY		007			009		002
AGGRVATED ASSAULT		008			010		003
TOTAL							
PART I PROPERTY	(E1.2.2)		(E2.1.2)				
BURGLARY		013			011		004
LARCENY		014			012		006
VEHICLE THEFT		015			013		007
TOTAL							
PART II	(E1.3.2)		(E2.1.3)				
OTHER ASSAULTS		034			021		014
ARSON		035			022		015
FORGERY		036			023		016
COUNTERFEITING		037			024		017
VANDALISM		038			025		018
SEX OFFENSES		039			026		019
OFFENSES AGAINST FAMILY AND CHILDREN		040			027		020

NUMBER OF RESPONDENTS		VAR009
NUMBER OF REFUSALS		
TOTAL SAMPLE SIZE		

FORM 3

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last

   - one year period
   - five year period

   compared to change in the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

   Rate....compared to the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E1.1.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of occurrences of "preventable" rape (VAR006)..... _____ 2. Enter the number of occurrences of "preventable" robbery (VAR007)..... _____ 3. Enter the number of occurrences of "preventable" aggravated assault (VAR008)..... _____ 4. Enter the number of occurrences of "preventable" major crimes against persons (sum lines 1 through 3)..... _____	5. Enter the number of respondents in the survey (VAR009)..... _____ 6. Multiply line 6 by .001..... _____ 7. Divide line 5 by line 7. This figure is the rate of "preventable" major crimes against persons, per 1,000 population. This is the value of E1.1.2..... [ ]

Form 4

MEASUREMENT SET 1.2.1

MEASURABLE OBJECTIVE 1.2.1
To minimize the number of those major crimes against property: . burglary . larceny . vehicle theft that are preventable under the following circumstances: . in public, . in commercial or industrial establishments that are police hazards, or . in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime, as estimated from crimes reported to the police.

CORE EFFECTIVENESS MEASURE E1.2.1
Rate of those major crimes against property: . burglary . larceny . vehicle theft that are preventable under the following circumstances: . in public, . in commercial or industrial establishments that are police hazards, or . in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime, per 1,000 population, as estimated from crimes reported to the police.

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DATA COLLECTION INFORMATION

Data Source: Enhanced Crime Reports

Related Measures: E1.1.1, E1.3.1

Data Availability: Generally available with minor revisions to forms.

Minimum Study Period: One Month

Data Collection Mode: Continuous

Estimated Cost of Collection: $3,000 (Separate); $5,000 (Cluster)

Measurement Interval: Monthly, Quarterly, Yearly

Directionality: Down

RATIONALE

A second very important segment of police responsibility for crime prevention deals with the three major (Part I) crimes against property. As with Objective 1.1.1, it is clear that police cannot be held accountable for preventing offenses that are not accessible. Thus, this objective and measure also seek to narrow the scope of police crime prevention responsibility by applying the same preventability criteria as E1.1.1.

MEASUREMENT STRATEGY

Data for this measure, as for E1.1.1, are taken from crime incident reports. To facilitate tabulation, the typical report form may be enhanced by four questions which explicitly set out the preventability criteria.

DATA ELEMENTS

VAR010 - Number of reported occurrences of "preventable" burglary during study period.

VAR011 - Number of reported occurrences of "preventable" larceny during study period.

VAR012 - Number of reported occurrences of "preventable" vehicle theft during study period.

VAR005 - The current resident population of the jurisdiction.

DATA ELEMENT DEFINITIONS

1. Reported occurrences of the crimes specified are usually documented in official crime reports. The source document, as in E1.1.1, is the crime report completed by the investigating patrol officer. Many crimes, as reported, are later discovered to be unfounded or improperly classified. Following UCR practice, if these unfoundings or errors cannot be corrected in time to be reflected on the current month's tabulation, subsequent reports should be adjusted.

2. The three crime categories represent the Uniform Crime Report (UCR) Part I property offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. A jurisdictions current resident population is that established by the latest official (government) survey or estimate.

4. Preventable circumstances:

(a) In public refers to an area where the police could have or would have had access to the incident by virtue of its location in the "public sector" of the community. For each jurisdiction the areas to which police legally have direct access may vary, and therefore what is "public" must be governed by the convention of specific communities. The intent here is to identify areas within which crimes occur and the police have general patrol responsibility which theoretically could result in the prevention of crime.

(b) Commercial or industrial establishments that are police hazards are the premises of specific establishments for which the police have been given or have taken formal responsibility for crime prevention. The rationale here is that there are certain known areas within cities where the police are aware of recurring criminal acts, and the police themselves or a municipal body will request that such premises be inspected or surveilled on a regular basis. In these instances the police have access and the opportunity to prevent crime, because, for all practical purposes they have assumed jurisdiction. Examples include bars, liquor stores, convenience stores, pool halls, and massage parlors.

(c) Situations where police assistance could be provided in time to prevent a crime relates to (1) the adequacy of response time and (2) what happens after the police have or should have arrived, following police notification of an incident requiring their assistance. Average response time, by priority of call, must be determined in advance. Due to the various stages of development of departmental dispatch systems, the point at which the police should be held responsible for prevention can vary in three ways. If the department has good data on its response time capabilities, an average time can be used to serve as the time at which responsibility is assumed. If the agency does not know its response time capability, but the chief is willing to stipulate to a reasonable value then this estimate can be used. If average response time cannot be determined or estimated, then the crime can be considered preventable only if it occurs subsequent to police arrival on the scene.

(d) Escalation of the incident to a crime refers to the progression of a conflict (pre-crime) incident into one of the three crimes specified, or the commission of a second major, violent offense while officers are present on the scene. To count an offense as preventable under this criterion the crime must have occurred subsequent to police arrival and prior to departure.

Figure 1

CRIME REPORT ADDENDUM

PLEASE CHECK THE APPROPRIATE BOX:

1. Did the crime occur in an area where police have direct access or legal jurisdiction, such as:

   - On a public street
   - In a public area
   - In an area normally patrolled by police
   - In any other "public sector" of the community

   ☐ YES ☐ NO

2. Did this crime occur on the premises of one of the following types of establishments? (Specify which by placing an "X" in appropriate box below.)

   ☐ Bar, Cocktail Lounge, etc.

   ☐ Massage Parlor, etc.

   ☐ Liquor Store

   ☐ Pool Room, Game Room, etc.

   ☐ Convenience Store

   ☐ YES ☐ NO

3. Did this crime occur after police arrival and before departure? (If crime is in progress upon arrival, answer "NO.")

   ☐ YES ☐ NO

4. Did the nature of the crime escalate in police presence? That is, after police arrived, did the crime incident progress from say an assault to an assault with a deadly weapon?

   ☐ YES ☐ NO

MEASURE COMPUTATION FORMULA

$$E1.2.1 = \frac{\sum \text{VAR010 thru VAR012}}{.001 \times (\text{VAR005})}$$

To calculate the measure E1.2.1, add the number of reported occurrences of "preventable" burglary (VAR010), larceny (VAR011) and vehicle theft (VAR012). Multiply the resident population (VAR005) by one-thousandth (.001). Divide the total "preventable" crimes by the "adjusted" (multiplied) population. The resulting value represents the rate of reported occurrences of "preventable" major crimes against property.

DATA TABULATION PROCEDURES

The data required for this measure deal solely with reported Part I property crimes (burglary, larceny, and vehicle theft) that are preventable. To satisfy these requirements two determinations must be made as in E1.1.1:

- offense type
- whether or not the offense was preventable.

The type of offense is determined in precisely the same manner for this measure as for the Uniform Crime Reports. Therefore, data collection procedures should be integrated into the regular, UCR case accounting system.

1. Source Document

The source document that contains the data elements required to compute this measure (that is, both type of offense and "preventable" circumstances of crime occurrence) is the department's crime report. Many departments may choose to modify their forms to facilitate collection of preventability data. An example of questions that will provide the appropriate information is given in the crime report addendum shown in Figure 1.

2. Tabulation Form

The Reported Offense Tabulation Form (Form 1) is designed for hand tabulating Part I property crimes that meet one or more of the "preventability" criteria. Provision is also made on the form for tabulating data pertaining to Part I person crimes and selected Part II offenses (see M1.1.1 for more detail on the form itself).

3. Tabulation Procedures

Using the Reported Offense Tabulation Form, tabulate "preventable" offenses (crimes) using the following procedures and decision rules:

a. Offense type. The type of offense is determined in precisely the same manner for this measure as for the Uniform Crime Reports. Therefore, data collection procedures should be integrated into the regular, UCR case accounting system.

b. "Preventable" circumstances. The department's crime (incident) report should incorporate questions similar to those shown in the crime report addendum, Figure 1. An affirmative response to any of the four questions indicates that the offense should be counted as "preventable." A negative response to all four indicates a crime that is not "preventable."

c. Tabulation. If an offense can be classified as "preventable," mark one preventable occurrence in the appropriate crime category row on the Reported Offense Tabulation Form. If more than one crime is shown on the crime report, follow UCR practice and tabulate only the most serious offense that meets one of the preventability criteria. All Part I and the selected Part II offenses are tabulated, even though this measure is restricted to Part I property offenses. For reference, see the completed sample tabulation form attached.

After all "preventable" offenses have been tabulated, sum the tabulations in each offense category of Part I and II crimes and enter the total in the column labelled "Number." These totals provide the offense data elements (VAR010 thru VAR012) required to compute this measure.

PPPM
MEASURES
E1.1.1
E1.2.1
E1.3.1

REPORTED OFFENSE TABULATION FORM

OFFENSE	PREVENTABLE OCCURRENCES	NUMBER	VAR
PART I PERSON (E1.1.1)			
HOMICIDE			001
FORCIBLE RAPE			002
ROBBERY			003
AGGRAVATED ASSAULT			004
TOTAL			
PART I PROPERTY (E1.2.1)			
BURGLARY			010
LARCENY			011
VEHICLE THEFT			012
TOTAL			
PART II (E1.3.1)			
OTHER ASSAULTS			016
ARSON			017
FORGERY			018
COUNTERFEITING			019
FRAUD			020
EMBEZZLEMENT			021
STOLEN PROPERTY (BUY, RECEIVE, POSSESS)			022
VANDALISM			023
PROSTITUTION AND VICE			024
SEX OFFENSES			025
NARCOTIC DRUG VIOLATIONS			026
GAMBLING			027
OFFENSES AGAINST THE FAMILY & CHILDREN			028
DRIVING UNDER INFLUENCE			029
LIQUOR LAW VIOLATIONS			030
DRUNKENNESS			031
DISORDERLY CONDUCT			032
OTHER LESSER OFFENSES			033

PAGE _____ OF _____ STUDY PERIOD _____

FORM 1

USING THE COMPUTATION WORKSHEET

After the number of "preventable" crimes in each category were tabulated, each offense type was totalled. Enter the number of reported "preventable" crimes in each offense category on the following lines of the worksheet (Form 5):

- preventable burglaries--line 1;
- preventable larcenies--line 2;
- preventable vehicle thefts--line 3.

Add lines 1 thru 3, and enter the total on line 4. Line 4 represents the total "preventable" Part I property crimes, for computation of this measure.

Enter on line 5 the population of the jurisdiction (city, county, etc.) based on the latest official government (state or federal) survey. Multiply the population by .001 (to facilitate calculating the rate of crime per 1,000 population), and enter the result on line 6.

Divide line 4 by line 6 and enter the result on line 7. Line 7 is the value of the effectiveness measure M1.2.1, and represents the extent to which the police are successful in minimizing the three specified crimes.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period

compared to change in the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

Rate....compared to the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E1.2.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of reported occurrences of "preventable" burglary (VAR010)..... _____	5. Enter the current resident popoulation of the jurisdiction (VAR005)..... _____
2. Enter the number of reported occurrences of "preventable" larceny (VAR011)..... _____	6. Multiply line 5 by .001..... _____
3. Enter the number of reported occurrences of "preventable" vehicle theft (VAR012)..... _____	7. Divide the entry on line 4 by the entry on line 6, and enter the rate of reported occurrences of "preventable" major crimes against property, per 1,000 population. This is the value of measure E1.2.1..... [ ]
4. Enter the total number of reported occurrences of "preventable" major crimes against property (sum lines 1 through 3)..... _____	

Form 5

MEASUREMENT SET 1.2.2

MEASURABLE OBJECTIVE 1.2.2

To minimize the number of those major crimes against property:

- burglary
- larceny
- vehicle theft

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime

as estimated from a victimization survey.

CORE EFFECTIVENESS MEASURE E1.2.2

Rate of those major crimes against property:

- burglary
- larceny
- vehicle theft

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime

per 1,000 population, as estimated from a victimization survey.

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DATA COLLECTION INFORMATION

Data Source: Victimization Survey

Related Measures: E1.1.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3 E2.1.4

Data Availability: Requires Special Public Survey

Minimum Study Period: One Year

Data Collection Mode: Special Purpose Collection

Estimated Cost of Collection: $20,000 (Separate) $40,000 (Cluster)

Measurement Interval: Yearly or Less Frequent

Directionality: Down

RATIONALE

This objective and measure provide an indication of a police agency's success in minimizing major property crimes. Like E1.1.2 and E1.3.2, they aim to determine the total level of offenses that occur in a community, including both those that are reported to the police and those that go unreported.

MEASUREMENT STRATEGY

Data for this measure, like E1.1.2 and E1.3.2, are taken from a victimization survey, which is normally conducted on request or contract by a professional survey organization outside the police department.

DATA ELEMENTS

VAR013 - Number of occurrences (reported and unreported) of "preventable" burglary during study period, determined by a victimization survey.

VAR014 - Number of occurrences (reported and unreported) of "preventable" larceny during study period, determined by a victimization survey.

VAR015 - Number of occurrences (reported and unreported) of "preventable" vehicle theft during study period, determined by a victimization survey.

VAR009 - Number of respondents in the victimization survey.

DATA ELEMENT DEFINITIONS

1. Number of occurrences of crime refers to the number of offenses that take place during a specified period of time, without regard to whether those offenses are reported to the police. For the purposes of this measure, as with E1.1.2, the number of actual occurrences is estimated by conducting a survey of victimization among residents of the jurisdiction.

2. The three crime categories represent the Uniform Crime Report (UCR) Part I property offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. Preventable circumstances:

(a) In public refers to an area where the police could have or would have had access to the incident by virtue of its location in the "public sector" of the community. For each jurisdiction the areas to which police legally have direct access may vary, and therefore what is "public" must be governed by the convention of specific communities. The intent here is to identify areas within which crimes occur and the police have general patrol responsibility which theoretically could result in the prevention of crime.

(b) Commercial or industrial establishments that are police hazards are the premises of specific establishments for which the police have been given or have taken formal responsibility for crime prevention. The rationale here is that there are certain known areas within cities where the police are aware of recurring criminal acts, and the police themselves or a municipal body will request that such premises be inspected or surveilled on a regular basis. In these instances the police have access and the opportunity to prevent crime, because, for all practical purposes they have assumed jurisdiction. Examples include bars, liquor stores, convenience stores, pool halls, and massage parlors.

(c) Situations where police assistance could be provided in time to prevent a crime relates to (1) the adequacy of response time and (2) what happens after the police have or should have arrived, following police notification of an incident requiring their assistance. Average response time, by priority of call, must be determined in advance. Due to the various stages of development of departmental dispatch systems, the point at which the police should be held responsible for prevention can vary in three ways. If the department has good data on its response time capabilities, an average figure can be used to serve as the time at which responsibility is assumed. If the agency does not know its response time capability, but the chief is willing to stipulate a reasonable value, then this estimate can be used. If average response time cannot be determined or estimated, then the crime can be considered preventable only if it occurs subsequent to police arrival on the scene.

(d) Escalation of the incident to a crime refers to the progression of a conflict (pre-crime) incident into one of the three crimes specified, or the commission of a second major offense while officers are present on the scene. To count an offense as preventable under this criterion the crime must have occurred subsequent to police arrival and prior to departure.

MEASURE COMPUTATION FORMULA

$$E1.2.2 = \frac{\sum \text{VAR013 thru VAR015}}{.001 \times \text{VAR009}}$$

To calculate measure E1.2.2 add the number of occurrences of "preventable" burglary (VAR013), larceny (VAR014), and vehicle theft (VAR015). Multiply the number of respondents in the victimization survey (VAR009) by one-thousandth (.001). Divide the total preventable crimes determined by the survey, by the "adjusted" (multiplied) number of respondents. The resulting value represents the estimated rate per 1,000 population of the total occurrence of "preventable" burglary, larceny, and vehicle theft.

DATA TABULATION PROCEDURE

The design and conduct of a victimization survey is a complex and highly technical task. Procedures must be tailored to each jurisdiction, but should follow the methods used in the National Crime Panel study by the United States Bureau of Census. Procedures are detailed in Criminal Victimization in the United States - 1973; A National Crime Survey Report, U.S. Department of Justice, Law Enforcement Assistance Administration, NCJISS, December 1976.

Survey design and data collection for the measures requiring a victimization survey (E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, & E2.1.3) would normally be the responsibility of a consultant or an organization with the required expertise. Citizens in the sample of the jurisdiction surveyed are interviewed and asked if they (or someone in their household) has been victimized during a specified time period.

The format and content of the Victimization Survey Data Entry Form (Form 3) were described under measure E1.1.2. For E1.2.2, the number of "preventable" and "non-preventable" burglaries, larcenies, and vehicle thefts is entered in columns 1 and 2, respectively, on the data entry form (see Form 3).

PPPM
MEASURES
E1.1.2
E1.2.2
E1.3.2
E2.1.1
E2.1.2
E2.1.3

VICTIMIZATION SURVEY DATA ENTRY FORM

OFFENSE	1. NUMBER PREVENTABLE	VAR	2. NUMBER NOT PREVENTABLE	3. TOTAL OFFENSES	VAR	4. NUMBER REPORTED TO POLICE	VAR
PART I PERSON	(E1.1.2)		(E2.1.1)				
FORCIBLE RAPE		006			008		001
ROBBERY		007			009		002
AGGRVATED ASSAULT		008			010		003
TOTAL							
PART I PROPERTY	(E1.2.2)		(E2.1.2)				
BURGLARY		013			011		004
LARCENY		014			012		006
VEHICLE THEFT		015			013		007
TOTAL							
PART II	(E1.2.2)		(E2.1.3)				
OTHER ASSAULTS		034			021		014
ARSON		035			022		015
FORGERY		036			023		016
COUNTERFEITING		037			024		017
VANDALISM		038			025		018
SEX OFFENSES		039			026		019
OFFENSES AGAINST FAMILY AND CHILDREN		040			027		020

NUMBER OF RESPONDENTS		VARC09
NUMBER OF REFUSALS		
TOTAL SAMPLE SIZE		

FORM 3

USING THE COMPUTATION WORKSHEET

From the Victimization Survey Data Entry Form, transfer the number of "preventable" offenses to the following lines of the worksheet (Form 6):

- preventable burglaries--line 1;
- preventable larcenies--line 2;
- preventable vehicle thefts--line 3.

Add lines 1 thru 3, and enter the total on line 4. On line 5 enter the number of respondents in the victimization survey. Multiply the number of respondents by .001 (to facilitate calculating the rate of crime per 1,000) and enter the result on line 6.

Divide line 4 by line 6 and enter the result on line 7. Line 7 is the value of the effectiveness measure E1.2.2, and represents the extent to which the police are successful in minimizing the three specified crimes.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

Change in rate....over last

- one year period
- five year period.

2. External Trend Effectiveness Measure

Change in rate....over last

- one year period
- five year period

compared to change in the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

Rate....compared to the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E1.2.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of occurrences of "preventable" burglary (VAR013).... _____	5. Enter the number of respondents in the victimization survey (VAR009)..... _____
2. Enter the number of occurrences of "preventable" larceny (VAR014)..... _____	6. Multiply line 5 by .001..... _____
3. Enter the number of occurrences of "preventable" vehicle theft (VAR015)..... _____	7. Divide line 4 by line 6. This figure is the estimated rate of "preventable" major crimes against property, per 1,000 population. It is the value of E1.2.2..... [ ]
4. Enter the number of occurrences of "preventable" major crimes against property (sum lines 1 through 3)..... _____	

Form 6

MEASUREMENT SET 1.3.1

MEASURABLE OBJECTIVE 1.3.1

To minimize, consistent with community expectations, the number of each of the lesser crimes against persons and property, including:

- other assaults
- arson
- forgery
- counterfeiting
- fraud
- embezzlement
- stolen property: buying, receiving, possessing
- vandalism
- prostitution and commercialized vice
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- narcotic drug laws
- gambling
- offenses against the family and children
- driving under the influence
- liquor law violations
- drunkenness
- disorderly conduct
- other lesser offenses

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime

as estimated from crimes reported to the police.

CORE EFFECTIVENESS MEASURE E1.3.1

Rate of each of the lesser crimes against persons or property, including:

- other assaults
- arson
- forgery
- counterfeiting

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- fraud
- embezzlement
- stolen property: buying, receiving, possessing
- vandalism
- prostitution and commercialized vice
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- narcotic drug laws
- gambling
- offenses against the family and children
- driving under the influence
- liquor law violations
- drunkenness
- disorderly conduct
- other lesser offenses

that are preventable under the following specified circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could have been provided in time to prevent a crime or an escalation of the incident to a crime

per 1,000 population, as estimated from crimes reported to the police.

DATA COLLECTION INFORMATION

Data Source: Enhanced crime reports

Related Measures: E1.1.1, E1.2.1

Data Availability: Generally available with minor revisions to forms.

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $3,000 (Separate); $5,000 (Cluster)

Measurement Interval: Monthly, Quarterly, Yearly

Directionality: Down

RATIONALE

A third important area of police responsibility for crime prevention involves selected minor (Part II) offenses. Again (as with objectives 1.1.1 and 1.2.1), the scope of this responsibility is restricted by the "preventability" criteria. An important addition incorporated into this measure is the notion of community expectations. That is, not every jurisdiction asks its police agency to give special attention to preventing every type of lesser crime. In recognition of this fact, E1.3.1 is to be tailored by each locality so as to measure only those Part II offense categories for which the police have agreed to be held accountable.

MEASUREMENT STRATEGY

Data for this measure, as for E1.1.1 and E1.2.1, are taken from crime incident reports. To facilitate tabulation, the typical report form may be enhanced by four questions which explicitly set out the preventability criteria.

DATA ELEMENTS

VAR016 - Number of reported occurrences of all other "preventable" assaults during study period.

VAR017 - Number of reported occurrences of "preventable" arson during the study period.

VAR018 - Number of reported occurrences of "preventable" forgery during the study period.

VAR019 - Number of reported occurrences of "preventable" counterfeiting during the study period.

VAR020 - Number of reported occurrences of "preventable" fraud during the study period.

VAR021 - Number of reported occurrences of "preventable" embezzlement during the study period.

VAR022 - Number of reported occurrences of "preventable" stolen property offenses (buying, receiving, and possessing) during the study period.

VAR023 - Number of reported occurrences of "preventable" vandalism during study period.

VAR024 - Number of reported occurrences of "preventable" prostitution and commercialized vice during study period.

VAR025 - Number of reported occurrences of "preventable" sex offenses (except forcible rape, prostitution, and commercialized vice) during the study period.

VAR026 - Number of reported occurrences of violations of the narcotic drug laws evaluated as "preventable" during the study period.

VAR027 - Number of reported occurrences of "preventable" gambling during study period.

VAR028 - Number of reported occurrences of "preventable" offenses against the family and children during the study period.

VAR029 - Number of reported occurrences of "preventable" driving under the influence during study period.

VAR030 - Number of reported occurrences of violations of the liquor laws evaluated as "preventable" during the study period.

VAR031 - Number of reported occurrences of "preventable" drunkenness during study period.

VAR032 - Number of reported occurrences of "preventable" disorderly conduct during study period.

VAR033 - Number of reported occurrences of other "preventable" lesser offenses during the study period.

VAR005 - The current resident population of the jurisdiction.

KEY TERMS

1. Reported occurrences of the crimes specified are usually documented in official crime reports. The source document, as in E1.1.1 and E1.2.1, is the crime report completed by the investigating patrol officer. Many crimes, as reported, are later discovered to be unfounded or improperly classified. Following UCR practice, if these unfoundings

or errors cannot be corrected in time to be reflected on the current month's tabulation, subsequent reports should be adjusted.

2. The crime categories listed represent the Uniform Crime Report (UCR) Part II lesser offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision). Specific crimes to be considered in this measure must be determined by each locality.

3. A jurisdiction's current resident population is that established by the latest official (government) survey or estimate.

4. Preventable circumstances:

(a) In public refers to an area where the police could have or would have had access to the incident by virtue of its location in the "public sector" of the community. For each jurisdiction the areas to which police legally have direct access may vary, and therefore what is "public" must be governed by the convention of specific communities. The intent here is to identify areas within which crimes occur and the police have general patrol responsibility which theoretically could result in the prevention of crime.

(b) Commercial or industrial establishments that are police hazards are the premises of specific establishments for which the police have been given or have taken formal responsibility for crime prevention. The rationale here is that there are certain known areas within cities where the police are aware of recurring criminal acts, and the police themselves or a municipal body will request that such premises be inspected or surveilled on a regular basis. In these instances the police have access and the opportunity to prevent a crime, because for all practical purposes they have assumed jurisdiction. Examples include bars, liquor stores, convenience stores, pool halls, and massage parlors.

(c) Situations where police assistance could be provided in time to prevent a crime relates to (1) the adequacy of response time and (2) what happens after the police have or should have arrived, following police notification of an incident requiring their assistance. Average response time, by priority of call, must be determined in advance. Due to the various stages of development of departmental dispatch systems, the point at which the police should be held responsible for prevention can vary in three ways. If the department has good data on its response time capabilities, an average time can be used to serve as the time at which responsibility is assumed.

CONTINUED

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If the agency does not know its response time capability, but the chief is willing to stipulate to a reasonable value, then this estimate can be used. If average response time cannot be determined or estimated, then the crime can be considered preventable only if it occurs subsequent to police arrival on the scene.

(d) Escalation of the incident to a crime refers to the progression of a conflict (pre-crime) incident into one of the crimes specified, or the commission of a second such offense while officers are present on the scene. To count an offense as preventable under this criterion the crime must have occurred subsequent to police arrival and prior to departure.

MEASURE COMPUTATION FORMULA

$$E1.3.1 = \frac{VAR016, VAR017, VAR018, VAR019, VAR020, VAR021, VAR022, VAR023, VAR024, VAR025, VAR026, VAR027, VAR028, VAR029, VAR030, VAR031, VAR032, VAR033}{.001 \times VAR005}$$

To calculate measure E1.3.1, the number of each of the selected, reported "preventable" lesser offenses (VAR016, VAR017, VAR018, VAR019, VAR020, VAR021, VAR022, VAR023, VAR024, VAR025, VAR026, VAR027, VAR028, VAR029, VAR030, VAR031, VAR032, VAR033) enters the computation individually. Multiply the resident population (VAR005) by one-thousandth (.001). Then divide the number of each of the "preventable" lesser crime by the "adjusted" (multiplied) population. The resulting values represents the rate of reported occurrences of each of the "preventable" lesser crimes against person and property.

Figure 1

CRIME REPORT ADDENDUM

PLEASE CHECK THE APPROPRIATE BOX:

1. Did the crime occur in an area where police have direct access or legal jurisdiction, such as:
   - On a public street
   - In an area normally patrolled by police
   - In a public area
   - In any other "public sector" of the community

   ▱ YES ▱ NO

2. Did this crime occur on the premises of one of the following types of establishments? (Specify which by placing an "X" in appropriate box below.)

   ▱ Bar, Cocktail Lounge, etc.

   ▱ Massage Parlor, etc.

   ▱ Liquor Store

   ▱ Pool Room, Game Room, etc.

   ▱ Convenience Store

   ▱ YES ▱ NO

3. Did this crime occur after police arrival and before departure? (If crime is in progress upon arrival, answer "NO.")

   ▱ YES ▱ NO

4. Did the nature of the crime escalate in police presence? That is, after police arrived, did the crime incident progress from say an assault to an assault with a deadly weapon?

   ▱ YES ▱ NO

DATA TABULATION PROCEDURES

The data required for this measure deal solely with reported lesser, Part II crimes that are preventable. To satisfy these requirements, two determinations must be made, as in E1.1.1 and E1.2.1:

- offense type
- whether or not the offense was preventable.

The type of offense is determined in precisely the same manner for this measure as for the Uniform Crime Reports. Therefore, data collection procedures should be integrated into the regular, UCR case accounting system.

1. Source Document

The source document that contains the data elements required to compute this measure (that is, both type of offense and "preventable" circumstances of crime occurrence) is the department's crime report. Many departments may choose to modify their forms to facilitate collection of preventability data. An example of questions that will provide the appropriate information is given in the crime report addendum shown in Figure 1.

2. Tabulation Form

The Reported Offense Tabulation Form (Form 1) is designed for hand tabulating the Part II lesser offenses that meet one or more of the "preventability" criteria. Provision is also made on the form for tabulating data pertaining to Part I person and property crimes (see E1.1.1 for more detail on the form itself).

3. Tabulation Procedures

Using the Reported Offense Tabulation Form tabulate "preventable" offenses (crimes) using the following procedures and decision rules:

a. Offense type. The type of offense is determined in precisely the same manner for this measure as for the Uniform Crime Reports. Therefore, data collection procedures should be integrated into the regular, UCR case accounting system.

b. "Preventable" circumstances. The department's crime (incident) report should incorporate questions similar to those shown in the crime report addendum. An affirmative response to any of the four questions indicates that the offense should be counted as "preventable." A negative

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MEASURES
E1.1.1
E1.2.1
E1.3.1

REPORTED OFFENSE TABULATION FORM

OFFENSE	PREVENTABLE OCCURRENCES	NUMBER	VAR
PART I PERSON (E1.1.1)			
HOMICIDE			001
FORCIBLE RAPE			002
ROBBERY			003
AGGRAVATED ASSAULT			004
TOTAL			
PART I PROPERTY (E1.2.1)			
BURGLARY			010
LARCENY			011
VEHICLE THEFT			012
TOTAL			
PART II (E1.3.1)			
OTHER ASSAULTS			016
ARSON			017
FORGERY			018
COUNTERFEITING			019
FRAUD			020
EMBEZZLEMENT			021
STOLEN PROPERTY (BUY, RECEIVE, POSSESS)			022
VANDALISM			023
PROSTITUTION AND VICE			024
SEX OFFENSES			025
NARCOTIC DRUG VIOLATIONS			026
GAMBLING			027
OFFENSES AGAINST THE FAMILY & CHILDREN			028
DRIVING UNDER INFLUENCE			029
LIQUOR LAW VIOLATIONS			030
DRUNKENNESS			031
DISORDERLY CONDUCT			032
OTHER LESSER OFFENSES			033

PAGE _____ OF _____ STUDY PERIOD _____

FORM 1

response to all four indicates a crime that is not "preventable."

c. Tabulation. If an offense can be classified as "preventable," mark one preventable occurrence in the appropriate crime category row on the Reported Offense Tabulation Form. If more than one crime is shown on the crime report, follow UCR practice and tabulate only the most serious offense that meets one of the preventability criteria. The Part II offenses shown in the effectiveness measure are listed in their order of seriousness, from the most serious (other assaults) to the least serious (other lesser offenses). All Part I and the selected Part II offenses are tabulated, even though this measure is restricted to Part II lesser offenses. For reference, see the completed sample tabulation form attached.

After all "preventable" offenses have been tabulated, sum the tabulations in each offense category of crimes and enter the total in the column labelled "Number." These totals provide the crime data elements (VAR016 thru VAR033) required to compute the individual components of this measure.

USING THE COMPUTATION WORKSHEET

After the number of "preventable" crimes in each category were tabulated, each offense type was totalled. Enter the number of reported "preventable" crimes in each offense category on the following lines of the worksheet (Form 7):

- "preventable" other assaults--line 1;
- "preventable" arson--line 2;
- "preventable" forgery--line 3;
- "preventable" counterfeiting--line 4;
- "preventable" fraud--line 5;
- "preventable" embezzlement--line 6;
- "preventable" stolen property: buying, receiving, possessing--line 7;
- "preventable" vandalism--line 8;
- "preventable" prostitution and commercialized vice--line 9;

- "preventable" sex offenses--line 10;
- "preventable" violations of narcotic drug laws--line 11;
- "preventable" gambling--line 12;
- "preventable" offenses against the family and children--line 13;
- "preventable" driving under the influence--line 14;
- "preventable" violations of the liquor laws--line 15;
- "preventable" drunkenness--line 16;
- "preventable" disorderly conduct--line 17;
- "preventable" lesser offenses--line 18.

The number of "preventable offenses in each category are entered on the worksheet. Each line represents the number of incidents of each Part II crime for the computation of this measure.

Enter on line 19 the population of the jurisdiction (city, county, etc.) based on the latest official government (state or federal) survey. Multiply the population by .001 (to facilitate calculating the rate of crime per 1,000 population) and enter the result on line 20.

Divide lines 1-18 by line 20 and enter the results on lines 21a - 21r, which present the values of the effectiveness measure E1.3.1, that is the extent to which the police are successful in minimizing the specified lesser crimes.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period

compared to change in the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

Rate....compared to the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E1.3.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Preventable all other assaults (VAR016)..... _____
2. Preventable acts of arson (VAR017)..... _____
3. Preventable stolen property: buying, receiving, possessing (VAR022)..... _____
4. Preventable acts of vandalism (VAR023)..... _____
5. Preventable prostitution/commercialized vice (VAR024)..... _____
6. Preventable sex offenses (except forcible rape, prostitution and commercialized vice) (VAR025)..... _____
7. Preventable narcotic drug law violations (VAR026)..... _____
8. Preventable gambling violations (VAR027)..... _____
9. Preventable offenses against the family and children (VAR028)..... _____
10. Preventable instances of drunk driving (VAR029)..... _____
11. Preventable liquor law violations (VAR030)..... _____
12. Preventable drunkenness violations (VAR031)..... _____
13. Preventable disorderly conduct violations (VAR032)..... _____
14. Preventable forgery (VAR018)..... _____
15. Preventable counterfeiting (VAR019)..... _____
16. Preventable fraud (VAR020)..... _____
17. Preventable embezzlement (VAR021)..... _____
18. Other preventable lesser offenses (VAR033)..... _____

COMPUTATION PROCEDURE

19. Enter the current resident population of the jurisdiction (VAR005)..... _____

20. Enter the resident population of the jurisdiction (line 19) multiplied by .001..... _____

21. Divide entries on lines 1 through 18 by entry on line 20, and enter the rate of each Part II crime, per 1,000 population. These are the values of E1.3.1:

    a. All other assaults..... _____
    b. Arson..... _____
    c. Forgery violations..... _____
    d. Counterfeiting violations..... _____
    e. Fraud violations..... _____
    f. Embezzlement violations..... _____
    g. Stolen property..... _____
    h. Vandalism..... _____
    i. Prostitution/commercialized vice..... _____
    j. Sex offenses..... _____
    k. Narcotic drug law violations..... _____
    l. Gambling violations..... _____
    m. Offenses against family and children..... _____
    n. Drunk driving..... _____
    o. Liquor law violations..... _____
    p. Drunkenness..... _____
    q. Disorderly conduct violations..... _____
    r. Other lesser violations..... _____

Form 7

MEASUREMENT SET 1.3.2

MEASURABLE OBJECTIVE 1.3.2

To minimize, consistent with community expectations, the number of each of the lesser crimes against persons and property, including:

- all other assaults
- arson
- forgery
- counterfeiting
- vandalism
- sex offenses (except forcible rape, prostitution and commercialized vice)
- offenses against the family and children
- other lesser offenses

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or
- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime

as estimated from a victimization survey.

CORE EFFECTIVENESS MEASURE E1.3.2

Rate of each of the lesser crimes against persons and property, including:

- all other assaults
- arson
- forgery
- counterfeiting
- vandalism
- sex offenses (except forcible rape, prostitution and commercialized vice)
- offenses against the family and children
- other lesser offenses

that are preventable under the following circumstances:

- in public,
- in commercial or industrial establishments that are police hazards, or

- in situations where police assistance could be provided in time to prevent a crime or an escalation of the incident to a crime

per 1,000 population as estimated from a victimization survey.

DATA COLLECTION INFORMATION

Data Source: Victimization Survey

Related Measures: E1.1.2, E1.2.2, E2.1.1, E2.1.2, E2.1.3 E2.1.4

Data Availability: Requires Special Public Survey

Minimum Study Period: One Year

Data Collection Mode: Special Purpose Collection

Estimated Cost of Collection: $20,000 (Separate) $40,000 (Cluster)

Measurement Interval: Yearly or Less Frequent

Directionality: Down

RATIONALE

Like 1.1.2 and 1.2.2, this objective establishes a goal of preventing lesser offenses that occur in a community, including both those that are reported to the police and those that go unreported. And like 1.3.1, the objective incorporates the feature of community expectations, allowing cities to select among specific Part II offenses, to tailor the measure to fit their own crime prevention priorities.

MEASUREMENT STRATEGY

Data for this measure, like E1.1.2 and E1.2.2, are taken from a victimization survey, which is normally conducted on request or contract by a professional survey organization outside the police department.

DATA ELEMENTS

VAR034 - Number of occurrences, (reported and unreported) of "preventable" other assaults during the study period, determined by the victimization survey.

VAR035 - Number of occurrences, (reported and unreported) of "preventable" arson during the study period, determined by the victimization survey.

VAR036 - Number of occurrences, (reported and unreported) of "preventable" forgery during the study period, determined by the victimization survey.

VAR037 - Number of occurrences, (reported and unreported) of "preventable" counterfeiting during the study period, determined by the victimization survey.

VAR038 - Number of occurrences, (reported and unreported) of "preventable" vandalism during the study period, determined by the victimization survey.

VAR039 - Number of occurrences, (reported and unreported) of "preventable" sex offenses (except forcible rape, prostitution, and commercialized vice) during study period, determined by the victimization survey.

VAR040 - Number of occurrences, (reported and unreported) of "preventable" offenses against the family and children during the study period, determined by the victimization survey.

VAR009 - Number of respondents in the victimization survey.

KEY TERMS

1. Number of occurrences of crime refers to the number of offenses that take place during a specified period of time, without regard to whether those offenses are reported to the police. For the purposes of this measure, as with E1.1.2 and E1.2.2, the number of actual occurrences is estimated by conducting a survey of victimization among residents of the jurisdiction.

2. The crime categories represent selected Uniform Crime Report (UCR) Part II offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision). Specific crimes to be considered in this measure must be determined by each locality.

3. Preventable circumstances:

(a) In public refers to an area where the police could have or would have had access to the incident by virtue of its location in the "public sector" of the community. For each jurisdiction the areas to which police legally have direct access may vary, and therefore what is "public" must be governed by the convention of specific communities. The intent here is to identify areas within which crimes occur and the police have general patrol responsibility which theoretically could result in the prevention of crime.

(b) Commercial or industrial establishments that are police hazards are the premises of specific establishments for which the police have been given or have taken formal responsibility for crime prevention. The rationale here is that there are certain known areas within cities where the police are aware of recurring criminal acts, and the police themselves or a municipal body will request that such premises be inspected or surveilled on a regular basis. In these instances the police have access and the opportunity to prevent crime, because, for all practical purposes they have assumed jurisdiction. Examples include bars, liquor stores, convenience stores, pool halls, and massage parlors.

(c) Situations where police assistance could be provided in time to prevent a crime relates to (1) the adequacy of response time and (2) what happens after the police have or should have arrived, following police notification of an incident requiring their assistance. Average response time, by priority of call, must be determined in advance. Due to the various stages of development of

departmental dispatch systems, the point at which the police should be held responsible for prevention can vary in three ways. If the department has good data on its response time capabilities, an average figure can be used to serve as the time at which responsibility is assumed. If the agency does not know its response time capability, but the chief is willing to stipulate a reasonable value, then this estimate can be used. If average response time cannot be determined or estimated, then the crime can be considered preventable only if it occurs subsequent to police arrival on the scene.

(d) Escalation of the incident to a crime refers to the progression of a conflict (pre-crime) incident into one of the crimes specified, or the commission of a second offense while officers are present on the scene. To count an offense as preventable under this criterion the crime must have occurred subsequent to police arrival and prior to departure.

MEASURE COMPUTATION FORMULA

$$E1.3.2 = \frac{\text{VAR034, VAR035, VAR036, VAR037, VAR038, VAR039, VAR040}}{.001 \times \text{VAR009}}$$

To calculate measure E1.3.2, the number of each of the selected "preventable" lesser offenses (VAR034, VAR035, VAR036, VAR037, VAR038, VAR039, VAR040) enters the computation individually. Multiply the number of respondents in the victimization survey (VAR009) by one-thousandth (.001). Then divide the number of each of the preventable lesser crimes uncovered in the survey by the "adjusted" (multiplied) number of respondents. The resulting value represents the estimated rate of each of the "preventable" lesser crimes, per 1,000 population, regardless of whether these crimes were reported to the police.

DATA TABULATION PROCEDURE

The design and conduct of a victimization survey is a complex and highly technical task. Procedures must be tailored to each jurisdiction, but should follow the methods used in the National Crime Panel study by the United States Bureau of Census. Procedures are detailed in Criminal Victimization in the United States - 1973; A National Crime Survey Report, U.S. Department of Justice, Law Enforcement Assistance Administration, NCJISS, December 1976.

Survey design and data collection for the measures requiring a victimization survey (E1.1.2, E1.2.2, and E1.3.2) would normally be the responsibility of a consultant or an organization with the required expertise. Citizens in the sample of the jurisdiction surveyed are interviewed and asked if they (or someone in their household) has been victimized during a specified time period. For E1.3.2, the number of each "preventable" and "non-preventable" lesser crime is entered in columns 1 and 2, respectively, on the data entry form (see Form 3). The format and content of the Victimization Survey Data Entry Form (Form 3) were described under measure E1.1.2.

USING THE COMPUTATION WORKSHEET

From the Victimization Survey Data Entry Form, transfer the number of each of the "preventable" lesser offenses to the following lines of the worksheet (Form 8):

- "preventable" all other assaults--line 1;
- "preventable" arson--line 2;
- "preventable" forgery--line 3;
- "preventable" counterfeiting--line 4;
- "preventable" vandalism--line 5;
- "preventable" sex offenses--line 6;
- "preventable" offenses against the family and children--line 7.

The number of "preventable" offenses in each category are entered on the worksheet.

PPPM
MEASURES
E1.1.2
E1.2.2
E1.3.2
E2.1.1
E2.1.2
E2.1.3

VICTIMIZATION SURVEY DATA ENTRY FORM

OFFENSE	1. NUMBER PREVENTABLE	VAR	2. NUMBER NOT PREVENTABLE	3. TOTAL OFFENSES	VAR	4. NUMBER REPORTED TO POLICE	VAR
PART I PERSON	(E1.1.2)		(E2.1.1)				
FORCIBLE RAPE		006			008		001
ROBBERY		007			009		002
AGGRAVATED ASSAULT		008			010		003
TOTAL							
PART I PROPERTY	(E1.2.2)		(E2.1.2)				
BURGLARY		013			011		004
LARCENY		014			012		006
VEHICLE THEFT		015			013		007
TOTAL							
PART II	(E1.3.2)		(E2.1.3)				
OTHER ASSAULTS		034			021		014
ARSON		035			022		015
FORGERY		036			023		016
COUNTERFEITING		037			024		017
VANDALISM		038			025		018
SEX OFFENSES		039			026		019
OFFENSES AGAINST FAMILY AND CHILDREN		040			027		020

NUMBER OF RESPONDENTS		VAR009
NUMBER OF REFUSALS		
TOTAL SAMPLE SIZE		

FORM 3

Each line represents the number of incidents of each Part II crime for the computation of this measure.

On line 8 enter the number of respondents in the victimization survey. Multiply the number of respondents by .001 (to facilitate calculating the rate of crime per 1,000) and enter the result on line 9.

Divide lines 1-7 individually by line 9 and enter the results on lines 10a-10g. Lines 10a-10g represent the values of the effectiveness measure E1.3.2, and indicate the extent to which the police are successful in minimizing the specified lesser crime.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last

   - one year period
   - five year period

   compared to change in the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

   Rate....compared to the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E1.3.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of:	8. Enter the number of respondents in the victimization survey (VAR010)..... _____
1. Preventable all other assaults (VAR034)..... _____	9. Enter the number of respondents in the victimization survey (line 8) multiplied by .001..... _____
2. Preventable acts of arson (VAR035).... _____	10. Divide entries on lines 1 through 7 by entry on line 9, and enter the estimated rate of each preventable Part II crime, per 1,000 population. These are the values of E1.3.2:
3. Preventable acts of forgery (VAR036).. _____	a. All other assaults..... _____
4. Preventable acts of counterfeiting (VAR037)..... _____	b. Arson..... _____
5. Preventable acts of vandalism (VAR038)..... _____	c. Forgery..... _____
6. Preventable sex offenses (except forcible rape, prostitution and commercialized vice)(VAR039)..... _____	d. Counterfeiting..... _____
7. Preventable offenses against the family and children (VAR040)..... _____	e. Vandalism..... _____
	f. Sex offenses..... _____
	g. Offenses against family and children..... _____

Form 8

A CAFETERIA OF MEASUREMENT TOOLS

PART II

CRIME CONTROL

PART II

TOOLS TO MEASURE
CRIME CONTROL OBJECTIVES

This Part presents tools for measuring a police department's effectiveness in the control of crime. Objectives and measures are organized into six broad categories, corresponding to success in obtaining knowledge about crime, in closing cases, in conducting thorough investigations, in returning stolen property, in protecting constitutional rights, and in maintaining custody of prisoners. Each broad category is further subdivided according to the needs of its subject matter.

Crime Reporting Rates

A police force can do nothing to control crime unless it is first informed about the occurrence of crimes. Therefore, a fundamental objective for most agencies is to maximize their knowledge about the occurrence of crime. Objectives in this Part set out measurable goal statements relating to knowledge about crime, and the measures set out techniques for appraising success in this arena.

To determine the extent to which police are informed of the occurrence of crimes, measures in this section return to the victimization survey conducted in conjunction with Part I objectives. As participants report being victimized by crime, each is asked whether he or she made a police report on the offense.

Previous work with victimization surveys show that between 30% and 60% of all crimes get reported to the police, depending on the types of crimes and on characteristics of the city and the police department. Further information about victimization surveys and reporting rates can be found in reports of the National Crime Survey conducted by the federal Census Bureau for the U.S. Department of Justice.[1]

Case Closures, Not Clearances

A second significant feature of the tools for measuring crime control effectiveness is a substitution of the concept of case closures for the more current clearances. Previous measurement systems have often relied on case clearances as the sole indicators

[1]These reports have been published in many volumes, including Criminal Victimization in the United States. See also James Garofalo, Local Victimization Surveys: A Review of the Issues. Both documents are published in Washington, D.C. by the U.S. Government Printing Office.

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of investigative success. This practice has had limited utility because it is overly narrow and mixes together a variety of dissimilar events.

The case closure scheme produces a more reliable indication of investigative success. Under this system, a successful closure is indicated whenever a case investigation has reached some degree of solution, and another body of the judicial system has passed favorably on that conclusion. Successful closures may be recorded by reason of formal diversion, prosecutor acceptance of the case, judicial acceptance of the case, or conviction.

The advantage of the closure scheme over clearances is that closures are less susceptible to artificial inflation, and they allow for more detailed management of investigative success and the progression of cases through the criminal justice system. That is, the closure system tells department and investigative commanders not only how many cases reached the point of arrest (or "exception"), but also how many cases made it through the prosecutor's screening, through indictment, and how many continued on to conviction.

Case Investigation Ratings

The subsystem for measuring crime control effectiveness makes provision for case investigation ratings. As each criminal case is passed on for prosecution, the file is reviewed and rated, first by the investigative supervisor (unsatisfactory files being returned for further preparation), and then by the prosecutor. After prosecution, testimony is rated as well.

Property Returns

The recovery of stolen property and its return to the rightful owner are very important facets of crime control. They may be the most important to some victims. Yet previous measurement systems have failed to produce a complete and standardized index of property return.*

Two sets of tools have been provided relating to property recovery. These include an objective that calls for maximizing the value of stolen property that is returned to its owner, plus another set of tools relating to the average length of time between loss and return.

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* The UCR system provides for estimates of property stolen on the monthly Supplement to Return A, but there is no formal accounting of items recovered and returned to owners.

Constitutional Adherence

Most measurement schemes neglect the important fact that professional and ethical police investigators are limited in their tactics by Constitutional standards of propriety. These systems make it possible for unethical operators to show the appearance of success at the expense of citizens' rights.

AJI's program for effectiveness measurement acknowledges the precarious relation between performance measures and pressure for unethical practice. As a control on this pressure, two objectives and five measures have been included relating to the department's adherence to legal and Constitutional investigating practices.

Prisoner Custody

Most police departments maintain some responsibility for the custody of prisoners, if not through the maintenance of jail facilities, at least in the transport of arrestees to a centrally maintained, secure facility. The PPPM system makes provision for custody issues in this crime control section. Three separate objectives are recognized, involving security, safety, and the provision of legal rights.

Crime Control Objectives

The objectives and measures in this Part are organized as follows:

Number	Objective
2.1.1	To maximize police knowledge of... major crimes against persons....
2.1.2	To maximize police knowledge of... major crimes against property....
2.1.3	To maximize police knowledge of... (selected) lesser crimes....
2.2.1	To maximize the successful closure of major, violent crimes....
2.2.2	To maximize the successful closure of major, property crimes....
2.2.3	To maximize the successful closure of (selected) lesser offenses....

Number	Objective
2.3.1	To maximize the quality of case preparation.
2.3.2	To maximize the quality of testimony given in legal proceedings.
2.4.1	To maximize the...value of stolen... articles that are return to their owners.
2.4.2	To minimize the time that the owner of stolen...articles is deprived of...that property.
2.5.1	To minimize...complaints of violations of Constitutional safeguards....
2.5.2	To minimize...verified violations of Constitutional safeguards....
2.6.1	To maximize the secure detention of persons held in police custody.
2.6.2	To maximize the personal safety of persons held in police custody.
2.6.3	To maximize the extension of legal rights to persons held in police custody.

Productivity Measures

The PPPM system lists four measures of productivity in crime control. These are:

P2.2.1 Total number of reported, major crimes against persons closed successfully...per employee-month expended in the processing...of all major crimes against persons.

P2.2.2 Total number of reported, major crimes against property...that are closed successfully...per employee-month expended in the processing... of all major crimes against persons.

P2.2.3 Number of each reported, lesser crime...that are closed successfully...per employee-month

expended in the processing...of all such lesser crimes.

P2.4.1 Total value of all stolen...articles that are returned to owners, per employee-year expended in the...return of stolen...property.

MEASUREMENT SET 2.1.1

MEASURABLE OBJECTIVE 2.1.1
To maximize the reporting of major crimes against persons: . forcible rape . robbery . aggravated assault.

CORE EFFECTIVENESS MEASURE E2.1.1
Proportion of the total (reported and unreported) major crimes against persons: . forcible rape . robbery . aggravated assault that are reported to the police.

DATA COLLECTION INFORMATION
Data Source: Victimization Survey Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.2, E2.1.3 Data Availability: Requires Special Public Survey Minimum Study Period: One Year Data Collection Mode: Special Purpose Collection Estimated Cost of Collection: $20,000 (Separate) $40,000 (Cluster) Measurement Interval: Yearly or Less Frequent Directionality: Up

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RATIONALE

One of the most fundamental elements of police effectiveness in the control of crime involves the reporting of crimes by the public. Before any action can be taken to recover property or to apprehend and prosecute criminals, the police must become apprised of the commission of offenses. This objective articulates a department's intent to encourage crime reporting; the measure, the ratio of reported, major personal crimes to the total such crimes, is thus an important indicator of a very basic constituent of police crime control performance.

MEASUREMENT STRATEGY

Using victimization survey data, the measure presents a reporting ratio for Part I, personal crimes.

DATA ELEMENTS

VAR001 - Number of reported occurrences of forcible rape, as determined by victimization survey.

VAR002 - Number of reported occurrences of robbery, as determined by victimization survey.

VAR003 - Number of reported occurrences of aggravated assault, as determined by victimization survey.

VAR008 - Number of total occurrences (reported and unreported) of forcible rape, as determined by victimization survey.

VAR009 - Number of total occurrences (reported and unreported) of robbery, as determined by victimization survey.

VAR010 - Number of total occurrences (reported and unreported) of aggravated assault, as determined by victimization survey.

KEY TERMS

1. Total occurrences (reported and unreported) refers to the number of Part I, person offenses (reported and unreported) that occurred, as disclosed by a sample of respondents during a jurisdiction-wide victimization survey.

2. Reported occurrences refers to the number of Part I, person offenses that occurred and that were reported to the police, as disclosed by a sample of respondents during a jurisdiction-wide victimization survey.

3. The three offense categories represent the Uniform Crime Report (UCR) Part I person crimes, excluding homicide. The rationale for the exclusion of the crime of homicide was discussed under E1.1.2. Definitions adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

MEASURE COMPUTATION FORMULA

$$E2.1.1 = \frac{\sum \text{VAR001 thru VAR003}}{\sum \text{VAR008 thru VAR010}}$$

To calculate measure E2.1.1 add together the number of forcible rapes (VAR001), robberies (VAR002), and aggravated assaults (VAR003) reported to the police. Then, add up the total occurrences (reported and unreported) of forcible rape (VAR008), robbery (VAR009), aggravated assault (VAR010). Divide the total number offenses reported to the police (VAR001 thru VAR003) by the total number of occurrences (VAR008 thru VAR010). The resulting value represents the proportion of the total (reported and unreported) major crimes against the person that are known to the police, as estimated from a victimization survey.

DATA TABULATION PROCEDURE

As noted in E1.1.2, the design and conduct of a victimization survey is a complex and technical task. Most police departments will prefer to assign full survey responsibility to a professional organization with expertise in this area. In general, the methods used in the National Crime Panel surveys should be adapted to the jurisdiction.

At the conclusion of the analysis of the victimization survey data, the survey organization should provide summary data for entry in the Victimization Survey Data Entry Form (Form 3) described under E1.1.2. Summary data from the survey is entered on Form 3 for (1) the total number of crimes disclosed by respondents in the survey in each offense category (column 3), and (2) the number of crimes in each Part I category said to have been reported to the police (column 4).

USING THE COMPUTATION WORKSHEET

From the Victimization Survey Data Entry Form, transfer the total number of each of the Part I person offenses (column 3) to the following lines of the worksheet (Form 10):

- total number of rapes--line 1;
- total number of robberies--line 2;
- total number of aggravated assaults--line 3.

Next, transfer the number of each of the Part I person offenses reported to the police (column 4) from the data entry form to the following lines of the worksheet:

- number of rapes reported to the police--line 4;
- number of robberies reported to the police--line 5;
- number of aggravated assaults reported to the police--line 6.

Add lines 1 thru 3, and enter the total on line 7. Line 7 represents the total number of Part I, person offenses (excluding homicide) disclosed by respondents during the victimization survey. Add lines 4 thru 6, and enter the total on line 8. Line 8 represents the total number of Part I, person offenses (excluding homicide) that were reported to the police.

PPPM

MEASURES
E1.1.2
E1.2.2
E1.3.2
E2.1.1
E2.1.2
E2.1.3

VICTIMIZATION SURVEY DATA ENTRY FORM

OFFENSE	1. NUMBER PREVENTABLE	VAR	2. NUMBER NOT PREVENTABLE	3. TOTAL OFFENSES	VAR	4. NUMBER REPORTED TO POLICE	VAR
PART I PERSON	(E1.1.2)		(E2.1.1)				
FORCIBLE RAPE		006			008		001
ROBBERY		007			009		002
AGGRVATED ASSAULT		008			010		003
TOTAL							
PART I PROPERTY	(E1.2.2)		(E2.1.2)				
BURGLARY		013			011		004
LARCENY		014			012		006
VEHICLE THEFT		015			013		007
TOTAL							
PART II	(E1.3.2)		(E2.1.3)				
OTHER ASSAULTS		034			021		014
ARSON		035			022		015
FORGERY		036			023		016
COUNTERFEITING		037			024		017
VANDALISM		038			025		018
SEX OFFENSES		039			026		019
OFFENSES AGAINST FAMILY AND CHILDREN		040			027		020

NUMBER OF RESPONDENTS		VAR009
NUMBER OF REFUSALS		
TOTAL SAMPLE SIZE		

FORM 3

Divide line 8 by line 7, and enter the result on line 9. Line 9 is the value of effectiveness measure E2.1.1, and it represents the extent to which police are informed of the Part I, person offenses that are committed.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion ....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion ....compared to the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.1.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of: 1. Rapes (VAR008)..... _____ 2. Robberies (VAR009)..... _____ 3. Aggravated Assaults (VAR010)..... _____ Enter the total number of the following offenses that are reported to the police: 4. Rapes (VAR001)..... _____ 5. Robberies (VAR002)..... _____ 6. Aggravated Assaults (VAR003)..... _____	7. Enter the total number of Part I, person offenses (sum line 1 through 3)..... _____ 8. Enter the total number of Part I, person offenses reported to the police (sum lines 4 through 6)..... _____ 9. Divide the entry on line 8 by the entry on line 7. Enter the proportion of the total (reported and unreported) Part I, person offenses known to the police; it is the value of E2.1.1..... [ ]

Form 10

MEASUREMENT SET 2.1.2

MEASURABLE OBJECTIVE 2.1.2
To maximize the reporting of major crimes against property: . burglary . larceny . vehicle theft.

CORE EFFECTIVENESS MEASURE E2.1.2
Proportion of the total (reported and unreported) major crimes against property: . burglary . larceny . vehicle theft that are reported to the police.

DATA COLLECTION INFORMATION
Data Source: Victimization Survey
Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1 E2.1.3
Data Availability: Requires Special Public Survey
Minimum Study Period: One Year
Data Collection Mode: Special Purpose Collection
Estimated Cost of Collection: $20,000 (Separate) $40,000 (Cluster)
Measurement Interval: Yearly or Less Frequent
Directionality: Up

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RATIONALE

This objective establishes a goal for the reporting rate for major, property crimes.

MEASUREMENT STRATEGY

Using victimization survey data, the measure presents a reporting ratio for Part I, property crimes.

DATA ELEMENTS

VAR004 - Number of reported occurrences of burglary, as determined by victimization survey.

VAR006 - Number of reported occurrences of larceny, as determined by victimization survey.

VAR007 - Number of reported occurrences of vehicle theft, as determined by victimization survey.

VAR011 - Number of total occurrences (reported and unreported) of burglary, as determined by victimization survey.

VAR012 - Number of total occurrences (reported and unreported) of larceny, as determined by victimization survey.

VAR013 - Number of total occurrences (reported and unreported) of vehicle theft, as determined by victimization survey.

KEY TERMS

1. Total occurrences (reported and unreported) refers to the number of Part I, property offenses (reported and unreported) that occurred, as disclosed by a sample of respondents during a jurisdiction-wide victimization survey.

2. Reported occurrences refers to the number of Part I, property offenses that occurred and that were reported to the police, as disclosed by a sample of respondents during a jurisdiction-wide victimization survey.

3. The three offense categories represent the Uniform Crime Report (UCR) Part I, property crimes. Definitions adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

MEASURE COMPUTATION FORMULA

$$E2.1.2 = \frac{\sum \text{VAR004, VAR006, VAR007}}{\sum \text{VAR011 thru VAR013}}$$

To calculate measure E2.1.2, add together the number of burglaries (VAR004), larcenies (VAR006), and vehicle thefts (VAR007), reported to the police by the respondents. Then add up the total occurrences (reported and unreported) of burglary (VAR011), larceny (VAR012), and vehicle theft (VAR013). Divide the total number of Part I, property offenses reported to the police (VAR004, VAR006, VAR007) by the total number of occurrences of Part I, property offenses (VAR011 thru VAR013). The resulting value represents the proportion of the total (reported and unreported) major crimes against property that are known to the police, as estimated from a victimization survey.

DATA TABULATION PROCEDURE

As noted in E1.1.2, the design and conduct of a victimization survey is a complex and technical task. Most police departments will prefer to assign full survey responsibility to a professional organization with expertise in this area. In general, the methods used in the National Crime Panel surveys should be adapted to the jurisdiction.

At the conclusion of the analysis of the victimization survey data, the survey organization should provide summary data for entry on the Victimization Survey Data Entry Form (Form 3), described under measure E1.1.2. The entry of data on Form 3 was discussed under measure E2.1.1.

USING THE COMPUTATION WORKSHEET

From the Victimization Survey Data Entry Form, transfer the total number of each of the Part I, property offenses (column 3) to the following lines of the worksheet (Form 11):

- total number of burglaries--line 1;
- total number of larcenies--line 2;
- total number of vehicle thefts--line 3.

Next, transfer the number of each of the Part I property offenses that are reported to the police (column 4) from the data entry form to the following lines of the worksheet:

- number of burglaries reported to the police--line 4;
- number of larcenies reported to the police--line 5;
- number of vehicle thefts reported to the police--line 6.

Add lines 1 thru 3, and enter the total on line 7. Line 7 represents the total number of Part I, property offenses disclosed by respondents during the victimization survey. Add lines 4 thru 6, and enter the total on line 8. Line 8 represents the total number of Part I, property offenses reported to the police.

PPPM

MEASURES
E1.1.2
E1.2.2
E1.3.2
E2.1.1
E2.1.2
E2.1.3

VICTIMIZATION SURVEY DATA ENTRY FORM

OFFENSE	1. NUMBER PREVENTABLE	VAR	2. NUMBER NOT PREVENTABLE	3. TOTAL OFFENSES	VAR	4. NUMBER REPORTED TO POLICE	VAR
PART I PERSON	(E1.1.2)			(E2.1.1)			
FORCIBLE RAPE		006			008		001
ROBBERY		007			009		002
AGGRVATED ASSAULT		008			010		003
TOTAL							
PART I PROPERTY	(E1.2.2)			(E2.1.2)			
BURGLARY		013			011		004
LARCENY		014			012		006
VEHICLE THEFT		015			013		007
TOTAL							
PART II	(E1.3.2)			(E2.1.3)			
OTHER ASSAULTS		034			021		014
ARSON		035			022		015
FORGERY		036			023		016
COUNTERFEITING		037			024		017
VANDALISM		038			025		018
SEX OFFENSES		039			026		019
OFFENSES AGAINST FAMILY AND CHILDREN		040			027		020

NUMBER OF RESPONDENTS ____ VAR009

NUMBER OF REFUSALS ____

TOTAL SAMPLE SIZE ____

FORM 3

Divide line 8 by line 7, and enter the result on line 9. Line 9 is the value of effectiveness measure E2.1.2, and represents the extent to which police are informed of the Part I, property offenses that are committed.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion ....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

   Proportion ....compared to the average rate for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.1.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of: 1. Burglaries (VAR011)..... _____ 2. Larcenies (VAR012)..... _____ 3. Vehicle thefts (VAR013)..... _____ Enter the total number of the following offenses that are reported to the police: 4. Burglaries (VAR004)..... _____ 5. Larcenies (VAR006)..... _____ 6. Vehicle thefts (VAR007)..... _____	7. Enter the total number of Part I property offenses (sum lines 1 through 3)..... _____ 8. Enter the total number of Part I property offenses reported to the police (sum lines 4 through 6)..... _____ 9. Divide the entry on line 8 by the entry on line 7. Enter the proportion of the total (reported and unreported) Part I, property offenses that are known to the police; it is the value of E2.1.2..... [ ]

Form 11

MEASUREMENT SET 2.1.3

MEASURABLE OBJECTIVE 2.1.3

To maximize the reporting of each lesser crime, consistent with community expectations:

- other assaults
- arson
- forgery
- counterfeiting
- vandalism
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- offenses against the family and children.
- other offenses

CORE EFFECTIVENESS MEASURE E2.1.3

Proportion of each (reported and unreported) lesser crime (consistent with community expectations):

- other assaults
- arson
- forgery
- counterfeiting
- vandalism
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- offenses against the family and children
- other offenses

that are reported to the police.

DATA COLLECTION INFORMATION

Data Source: Victimization Survey

Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2 E2.1.3

Data Availability: Requires Special Public Survey

Minimum Study Period: One Year

Preceding page blank

Data Collection Mode: Special Purpose Collection
Estimated Cost of Collection: $20,000 (Separate)
$40,000 (Cluster)
Measurement Interval: Yearly or Less Frequent
Directionality: Up

RATIONALE

This objective establishes a more detailed goal for citizens' crime reporting trends by examining the reporting rate for lesser crimes. The lesser crime categories listed in this objective, as in 1.3.2, will be determined in accordance with community expectations for crime control.

MEASUREMENT STRATEGY

Using victimization survey data, the measure presents a reporting ratio for the Part II lesser crimes.

DATA ELEMENTS

VAR014 - Number of reported occurrences of other assaults, as determined by the victimization survey.

VAR015 - Number of reported occurrences of arson, as determined by the victimization survey.

VAR016 - Number of reported occurrences of forgery, as determined by the victimization survey.

VAR017 - Number of reported occurrences of counterfeiting, as determined by the victimization survey.

VAR018 - Number of reported occurrences of vandalism, as determined by the victimization survey.

VAR019 - Number of reported occurrences of sex offenses (except forcible rape, prostitution, and commercialized vice), as determined by the victimization survey.

VAR020 - Number of reported occurrences of offenses against the family and children, as determined by the victimization survey.

VAR021 - Number of total occurrences (reported and unreported) of other assaults, as determined by the victimization survey.

VAR022 - Number of total occurrences (reported and unreported) of arson, as determined by the victimization survey.

VAR023 - Number of total occurrences (reported and unreported) of forgery, as determined by the victimization survey.

VAR024 - Number of total occurrences (reported and unreported) of counterfeiting, as determined by the victimization survey.

VAR025 - Number of total occurrences (reported and unreported) of vandalism, as determined by the victimization survey.

VAR026 - Number of total occurrences (reported and unreported) of sex offenses (except forcible rape, prostitution, and commercialized vice), as determined by the victimization survey.

VAR027 - Number of total occurrences (reported and unreported) of offenses against the family and children, as determined by the victimization survey.

KEY TERMS

1. Total occurrences (reported and unreported) refers to the number of each Part II offense (reported and unreported) that occurred, as disclosed by a sample of respondents during a jurisdiction-wide victimization survey.

2. Reported occurrences refers to the number of each Part II offense that occurred and that was reported to the police, as disclosed by a sample of respondents during a jurisdiction-wide victimization survey.

3. The seven offense categories represent the Uniform Crime Reports (UCR) Part II crimes, excluding victimless crimes and crimes which law enforcement agencies might not be expected to be aware of, such as fraud and embezzlement. Definitions adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

MEASURE COMPUTATION FORMULA

$$E2.1.3 = \frac{VAR014}{VAR021}, \frac{VAR015}{VAR022}, \frac{VAR016}{VAR023}, \frac{VAR017}{VAR024}, \frac{VAR018}{VAR025}, \frac{VAR019}{VAR026}, \frac{VAR020}{VAR027}$$

To calculate the individual components of measure E2.1.3, divide the number of offenses reported to the police by the total number of occurrences for each of the lesser crimes. The resulting values represent the proportion of the total (reported and unreported) occurrences of each lesser offense that are reported to the police, as estimated from a victimization survey.

DATA TABULATION PROCEDURE

As noted in E1.1.2, the design and conduct of a victimization survey is a complex and technical task. Most police departments will prefer to assign full survey responsibility to a professional organization with expertise in this area. In general, the methods used in the National Crime Panel surveys should be adapted to the jurisdiction.

At the conclusion of the analysis of the victimization survey data, the survey organization should provide summary data for entry on the Victimization Survey Data Entry Form (Form 3), described under measure E1.1.2. Summary data from the survey are entered on Form 3 for (1) the total number of crimes disclosed by respondents in the survey in each Part II offense category (column 3), and (2) the number of crimes in each Part II category said to have been reported to the police by the respondents (column 4).

USING THE COMPUTATION WORKSHEET

From the Victimization Survey Data Entry Form, transfer the total number of each of the Part II offenses (column 3) to the following lines of the worksheet (Form 12):

- total number of occurrences of other assaults--line 1;
- total number of occurrences of arson--line 2;
- total number of occurrences of forgery--line 3;
- total number of occurrences of counterfeiting--line 4;
- total number of occurrences of vandalism--line 5;
- total number of occurrences of sex offenses--line 6;
- total number of occurrences of offenses against the family and children--line 7.

Next, transfer the number of each of the Part II offenses reported to the police (column 4) to the following lines of the worksheet (Form 12):

- number of other assaults reported to the police--line 8;
- number of arsons reported to the police--line 9;
- number of forgeries reported to the police--line 10;
- number of counterfeitings reported to the police--11;
- number of vandalisms reported to the police--line 12;
- number of sex offenses reported to the police--line 13;

PPPM MEASURES
E1.1.2
E1.2.2
E1.3.2
E2.1.1
E2.1.2
E2.1.3

VICTIMIZATION SURVEY DATA ENTRY FORM

OFFENSE	1. NUMBER PREVENTABLE	VAR	2. NUMBER NOT PREVENTABLE	3. TOTAL OFFENSES	VAR	4. NUMBER REPORTED TO POLICE	VAR
PART I PERSON	(E1.1.2)		(E2.1.1)				
FORCIBLE RAPE		006			008		001
ROBBERY		007			009		002
AGGRVATED ASSAULT		008			010		003
TOTAL							
PART I PROPERTY	(E1.2.2)		(E2.1.2)				
BURGLARY		013			011		004
LARCENY		014			012		006
VEHICLE THEFT		015			013		007
TOTAL							
PART II	(E1.3.2)		(E2.1.3)				
OTHER ASSAULTS		034			021		014
ARSON		035			022		015
FORGERY		036			023		016
COUNTERFEITING		037			024		017
VANDALISM		038			025		018
SEX OFFENSES		039			026		019
OFFENSES AGAINST FAMILY AND CHILDREN		040			027		020

NUMBER OF RESPONDENTS		VAR009
NUMBER OF REFUSALS		
TOTAL SAMPLE SIZE		

FORM 3

- number of offenses against the family and children reported to the police--
  line 14.

Divide lines 1 thru 7 by lines 8 thru 14, respectively, and enter the results on lines 15a thru 15g for each Part II offense. Lines 15a-15g are the values of effectiveness measure E2.1.3, and represent the extent to which police are informed of each of the Part II offenses that are committed.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E2.1.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of occurrences of:

1. Other assaults (VAR021)..... _____
2. Arson (VAR022)..... _____
3. Forgery (VAR023)..... _____
4. Counterfeiting (VAR024)..... _____
5. Vandalism (VAR025)..... _____
6. Sex offenses (except forcible rape, prostitution, and commercialized vice) (VAR026)..... _____
7. Offenses against the family and children (VAR027)..... _____

COMPUTATION PROCEDURE

Enter the total number of each lesser offense that was reported to the police:

8. Other assaults (VAR014)..... _____
9. Arson (VAR015)..... _____
10. Forgery (VAR016)..... _____
11. Counterfeiting (VAR017)..... _____
12. Vandalism (VAR018)..... _____
13. Sex offenses (except forcible rape, prostitution, and commercialized vice) (VAR019)..... _____
14. Offenses against the family and children (VAR020)..... _____

COMPUTATION PROCEDURE (CONT'D)

15. Divide the entries on lines 1 through 7 by the entries on lines 8 through 14, respectively. Enter the proportion of the total (reported and unreported) occurrences of each lesser offense known to the police; these are the values of E2.1.3:

a. Other assaults..... _____

b. Arson..... _____

c. Forgery..... _____

d. Counterfeiting..... _____

e. Vandalism..... _____

f. Sex offenses..... _____

g. Offenses against the family and children..... _____

Form 12

MEASUREMENT SET 2.2.1

MEASURABLE OBJECTIVE 2.2.1

To maximize the number of reported, major crimes against persons:

- homicide
- forcible rape
- robbery
- aggravated assault

that are closed successfully by the police after independent verification, such as:

- formal diversion
- prosecutor acceptance of the case
- judicial acceptance of the case
- conviction.

CORE EFFECTIVENESS MEASURE E2.2.1

Proportion of reported, major crimes against persons:

- homidice
- forcible rape
- robbery
- aggravated assault

that are closed successfully by the police after independent verification, such as:

- formal diversion
- prosecutor acceptance of the case
- judicial acceptance of the case
- conviction.

DATA COLLECTION INFORMATION

Data Source: Case control log; case files

Related Measures: E2.2.2, E2.2.3

Data Availability: Available from current record system with some modifications.

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$5,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Up

RATIONALE

The quality of investigation is central to a department's crime control effectiveness. This objective, like its related goals, improves on the traditional police clearance concept by (1) broadening the range of dispositions (for example, diversion) considered to be appropriate culminations of investigations, and (2) imposing an additional quality control check (independent verification) before the label of success is applied. Objective 2.2.1 deals with major, personal crimes.

MEASUREMENT STRATEGY

The clearance recording procedure is modified to record the type of closure and to make provision for updating prior records as cases progress.

DATA ELEMENTS

VAR028 - Number of reported occurrences of homicide during the study period.

VAR029 - Number of reported occurrences of forcible rape during the study period.

VAR030 - Number of reported occurrences of robbery during the study period.

VAR031 - Number of reported occurrences of aggravated assault during the study period.

VAR032 - Number of cases of homicide successfully closed by the police through formal diversion.

VAR033 - Number of cases of homicide successfully closed by the police, through prosecutor acceptance of the case.

VAR034 - Number of cases of homicide successfully closed by the police, through judicial acceptance of the case.

VAR035 - Number of cases of homicide successfully closed by the police, through conviction.

VAR036 - Number of cases of forcible rape successfully closed by the police, through formal diversion.

VAR037 - Number of cases of forcible rape successfully closed by the police, through prosecutor acceptance of the case.

VAR038 - Number of cases of forcible rape successfully closed by the police, through judicial acceptance of the case.

VAR039 - Number of cases of forcible rape successfully closed by the police, through conviction.

VAR040 - Number of cases of robbery successfully closed by the police, through formal diversion.

VAR041 - Number of cases of robbery successfully closed by the police, through prosecutor acceptance of the case.

VAR042 - Number of cases of robbery successfully closed by the police, through judicial acceptance of the case.

VAR043 - Number of cases of robbery successfully closed by the police, through conviction.

VAR044 - Number of cases of aggravated assault successfully closed by the police, through formal diversion.

VAR045 - Number of cases of aggravated assault successfully closed by the police, through prosecutor acceptance of the case.

VAR046 - Number of cases of aggravated assault successfully closed by the police, through judicial acceptance of the case.

VAR047 - Number of cases of aggravated assault successfully closed by the police, through conviction.

KEY TERMS

1. Reported occurrences of the crimes specified are usually documented in official crime reports. The source document is the crime report completed by the investigating patrol officer. Many crimes, as reported, are later discovered to be unfounded or improperly classified. Following UCR practice, if these unfoundings or errors cannot be corrected in time to be reflected on the current month's tabulation, subsequent reports should be adjusted.

2. The four crime categories represent the Uniform Crime Report (UCR) Part I person offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. The study period is the time interval for which data is collected and tabulated. It is recommended that this measure be adopted with a monthly study period.

4. Successful closure of a case occurs when (a) an investigation culminates in the identification and apprehension of an offender, and (b) another organization or agency (such as the prosecutor, or an agency that accepts offenders for formal diversion) ratifies the police decision, giving an independent verification.

5. Independent verification of a police case decision occurs when an agency outside the police department indicates concurrence with a police case decision by accepting the case for further processing. Specific categories of independent verification are:

a. Formal diversion of an offender outside the criminal justice system is the referral of a case to, and its acceptance by, an agency or service organization for handling, other than prosecution. A diversion is formal when the outside agency is given written notice of the referral and a notation of case acceptance in the police case file.

   Referral of a youthful offender to juvenile justice authorities would be considered formal diversion only when there is (a) a subsequent action taken by those authorities that ratifies the police closure of the case as successful, and (b) no subsequent prosecution.

b. Prosecutor acceptance of the case is an action taken subsequent to apprehension, by the city or district attorney, or juvenile prosecutive authorities, that indicates a preparedness to prosecute the offender.

c. Judicial acceptance is the action taken by some court to indict an offender or take him/her to trial. In order to qualify as a form of independent verification of successful closure, the judicial action must occur subsequent to apprehension and prosecutor acceptance, and it must constitute some degree of ratification that the police have brought together the elements of a crime and the correct offender.

d. Conviction is the decision by a court of law that an offender is in fact guilty as charged. To constitute independent verification of successful closure, the conviction need not be for the original charge (for example, first-degree murder), but it must be an adjudication of guilt of some crime based on the facts of the case under consideration. Conviction for only one of two related but separate offenses will not clear the other.

MEASURE COMPUTATION FORMULA

$$E2.2.1 = \frac{\sum \text{VAR032 thru VAR047}}{\sum \text{VAR028 thru VAR031}}$$

To calculate measure E2.2.1, add all the various types of closures of the four major crimes against persons (VAR032 thru VAR047.) Sum the number of reported cases of major crimes against persons (VAR028 thru VAR031). Divide the total case closures by the total number of reported cases of major crimes against persons. The resulting value, which should vary between 0.00 and 1.00, represents the proportion of major crimes against persons that are successfully closed by the police after independent verification.

DATA TABULATION PROCEDURES

In order to collect data for effectiveness measures E2.2.1, E2.2.2, and E2.2.3, it is necessary to establish a feedback system that will identify the reported crime type and the highest level of closure achieved. This feedback system currently exists in most departments only to the extent that clearances are recorded. The system that is proposed here extends the UCR clearance mechanisms, providing a more detailed and informative picture of investigative success.

Establishing A Feedback System

A feedback system, designed to monitor the closure of cases, should be established in a central position, such as a police department's records division or its detective bureau. This mechanism must be designed so that the case closure status can be recorded, then later modified to reflect progressively higher levels of closure.

The case closure log. The first step in establishing a system for updating closure status is to institute a case closure log. The attached form (Form 13) is designed to chart case closure changes from the initial decision to investigate through to conviction. To use this form, the case number of each case is entered in Column 1, and the appropriate offense category code entered in Column 2. If the initial offense report indicates any form of clearance or closure (such as arrest of the perpetrators), the date of that report should be entered in the column corresponding to the type of closure.

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

CASE CLEARANCE/CLOSURE LOG

MONTH OF _____, 19___

		SUCCESSFUL CLOSURE (INDEPENDENT VERIFICATION)				CLEARANCE (ONLY)		
CASE NUMBER	UCR CRIME CLASSIFICATION	A. FORMAL DIVERSION	B. PROSECUTOR ACCEPTANCE	C. JUDICIAL ACCEPTANCE	D. CONVICTION	E. EXCEPTION (SEE UCR HANDBOOK)	F. ARREST	G. PROSECUTOR REFUSAL

FORM 13

The bulk of the initial entries in the log will be case numbers and offense classifications only, because most crimes will not be closed with the preliminary report. Later decisions will determine the point at which a case should be closed. This log allows one to determine the current status of all cases, providing that updates are recorded whenever the closure status changes.

The sample case closure report (Form 14) will suffice for updates originating from outside as well as inside the police department.

Changes In Closure Status

A status change report should be initiated by the investigating unit or prosecutor's office whenever any action is taken on a case that would change its clearance/closure status, such as an arrest, an acceptance of the case by the prosecutor, or a formal diversion.

Whenever a report is received from these independent sources, the case clearance/closure log should be updated by entering the date of the change in the column corresponding to the action taken.

Counting Closures

At the end of each month, the log must be scanned, and a count taken of the number of closures during that study period. Tabulation of cases is recorded on the clearance/closure tally sheet (Form 20).

Multiple closures of a single case. Because of the way the closure rate is constructed, it is possible for a single case to become closed repeatedly through two or three separate actions (namely prosecutor acceptance, judicial acceptance, and conviction). To prevent this fact from confusing the statistics, two rules of counting have been adopted. These are:

1. Count most recent closure only. When a case has been closed in two categories during the same month (such as both prosecutor and judicial acceptance), only the most recent closure should be tallied. This will generally be the highest order closure as well.

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

CLEARANCE/CLOSURE REPORT FORM

CASE Nº
BOOKING Nº
UCR CRIME CLASSIFICATION
COMPLAINANT/ARRESTEE NAME

USE THIS FORM TO ESTABLISH OR CHANGE THE CLEARANCE/CLOSURE STATUS OF A CASE

CLEARANCE/CLOSURE COMPLETED(CHANGED) ON _____ (DATE): _____

CLEARANCE ONLY

_____ SOLVED BUT CANNOT MAKE AN APPREHENSION
EXPLAIN REASON _____

_____ INTERNAL DIVERSION TO _____

_____ ARREST. ARRESTEE NAME: _____
(ENTER BOOKING NUMBER ABOVE)

_____ PROSECUTION REFUSED BY _____ (PROSECUTOR)
EXPLAIN REASON _____

SUCCESSFUL CLOSURES

_____ FORMAL DIVERSION TO _____

_____ PROSECUTOR ACCEPTANCE OF CASE BY _____ (PROSECUTOR)

_____ JUDICIAL ACCEPTANCE OF CASE BY _____ (DIVISION)

_____ VERDICT OF ☐ GUILTY ☐ NOT GUILTY
_____ CHARGE

SUBMITTED BY _____ (OFFICER, OFFICIAL) _____ (RANK, TITLE) _____ (UNIT, AGENCY) ★ (BADGE Nº)

APPROVED BY _____ (SUPERVISOR) _____ (RANK, TITLE) _____ (UNIT, AGENCY) ★ (BADGE Nº)

RECORDS DIVISION USE ONLY

PRIOR STATUS _____ CHANGE RECORDED _____ (DATE) BY _____ (CLERK)

FORM 14

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

TALLY SHEET
CASE CLEARANCE/CLOSURE

UCR CRIME CLASSIFICATION	SUCCESSFUL CLOSURES								CLEARANCE ONLY			
	A. FORMAL DIVERSION	VAR	B. PROSECUTOR ACCEPTANCE	VAR	C. JUDICIAL ACCEPTANCE	VAR	D. CONVICTION	VAR	E. EXCEPTION (SEE UCR HANDBOOK)	F. ARREST	TOTAL CLEARANCE (ADD COL 1+2)	G. PROSECUTOR REFUSAL
1. HOMICIDE		032		033		034		035				
2. RAPE		036		037		038		039				
3. ROBBERY		040		041		042		043				
4. ASSAULT		044		045		046		047				
5. BURGLARY		051		052		053		054				
6. LARCENY		055		056		057		058				
7. VEHICLE THEFT		059		060		061		062				
8. OTHER ASSAULTS		080		081		082		083				
9. ARSON		084		085		086		087				
10. FORGERY & COUNTERFEITING		088		089		090		091				
11. FRAUD		092		093		094		095				
12. EMBEZZLEMENT		096		097		098		099				
14. STOLEN PROPERTY		100		101		102		103				
14. VANDALISM		104		105		106		107				
15. WEAPONS		108		109		110		111				
16. PROSTITUTION & VICE		112		113		114		115				
17. SEX OFFENSES		116		117		118		119				
18. NARCOTIC DRUG VIOLATIONS		120		121		122		123				
19. GAMBLING		124		125		126		127				
20. OFFENSES AGAINST THE FAMILY AND CHILDREN		128		129		130		131				
21. DRIVING UNDER INFLUENCE		132		133		134		135				
22. LIQUOR LAW VIOLATIONS		136		137		138		139				
23. DISORDERLY CONDUCT		140		141		142		143				
24. OTHER LESSER OFFENSES		144		145		146		148				

FORM 20

2. Deduct cases closed in previous months. When a case has been closed during the current month that was also closed in a different category at the beginning of the month (that is, a case that is closed through prosecutor's acceptance or conviction), that case should be counted in the highest new category and deducted from the old category.

These two accounting procedures are undertaken so that the monthly case closure rate will always be current and additive (that is, the total number of closures is equal to the sum of each category, and the number for each year is equal to the sum of the twelve months).

Relation Between Closures And Clearances

The case closure feedback system expands upon the clearance system now in use by most police departments. It is intended to be integrated into the clearance system or to replace the older procedure entirely. Yet it will still be necessary to calculate the old clearance rates, if for no other reason than to complete the monthly Uniform Crime Reports. As the tally sheet implies, the department's UCR clearance rate can be calculated at the same time as the PPPM closure rate.

USING THE COMPUTATION WORKSHEET

First, transfer the number of major crimes against persons successfully closed through independent verification from the designated boxes on the tabulation form (Form 20) to the corresponding lines on the computation worksheet (Form 21):

Crime	Tabulation Form		Computation Worksheet
Homicide	box 1a	to	line 1a
	box 1b	to	line 1b
	box 1c	to	line 1c
	box 1d	to	line 1d
	box 1e	to	line 1e
Forcible Rape	box 2a	to	line 2a
	"	"	"
	"	"	"
	"	"	"
	box 2e	to	line 2e
Robbery	box 3a	to	line 3a
	"	"	"
	"	"	"
	"	"	"
	box 3e	to	line 3e
Aggravated Assault	box 4a	to	line 4a
	"	"	"
	"	"	"
	"	"	"
	box 4e	to	line 4e

Next, obtain the number of reported major crimes against persons from the police department's current, monthly UCR report, and transfer them to the following lines of the worksheet:

- reported homicides--line 5a;
- reported forcible rapes--line 5b
- reported robberies--line 5c
- reported aggravated assaults--line 5d.

The number of reported, major crimes against persons are summed (add lines 5a-5d), and the total entered on line 5e.

To total all successful, independently verified closures of the major crimes against persons, sum lines 1e, 2e, 3e, and 4e, and enter the result on line 6 of the worksheet.

Divide line 6 by line 5e and enter the result on line 7. Line 7 is the value of effectiveness measure E2.2.1, and it represents the extent to which police are able to obtain successful, independently verified closure of major crimes against persons during the study period.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.2.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Homicides successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR032)..... _____
   b. Prosecutor acceptance of the case (VAR033)..... _____
   c. Judicial acceptance of the case (VAR034)..... _____
   d. Conviction (VAR035)..... _____
   e. Total homicides successfully closed (sum lines a through d)..... _____

2. Forcible rapes successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR036)..... _____
   b. Prosecutor acceptance of the case (VAR037)..... _____
   c. Judicial acceptance of the case (VAR038)..... _____
   d. Conviction (VAR039)..... _____
   e. Total forcible rapes successfully closed (sum lines a through d)..... _____

3. Robberies successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR040)..... _____
   b. Prosecutor acceptance of the case (VAR041)..... _____
   c. Judicial acceptance of the case (VAR042)..... _____
   d. Conviction (VAR043)..... _____
   e. Total robberies successfully closed (sum lines a through d)..... _____

4. Aggravated assaults successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR044)..... _____

SUMMARY OF DATA ELEMENTS (CONT'D)

   b. Prosecutor acceptance of the case (VAR045)..... _____
   c. Judicial acceptance of the case (VAR046)..... _____
   d. Conviction (VAR047)..... _____
   e. Total aggravated assaults successfully closed (sum lines a through d)..... _____

5. Reported major crimes against persons in each of the following categories:

   a. Homicides (VAR028)..... _____
   b. Forcible rapes (VAR029)..... _____
   c. Robberies (VAR030)..... _____
   d. Aggravated assaults (VAR031)..... _____
   e. Total (sum lines a through d)..... _____

COMPUTATION PROCEDURE

6. Enter the total number of major crimes against persons successfully closed (sum lines 1e, 2e, 3e, and 4e)..... _____

7. Divide the entry on line 6 by the entry on line 5e, and enter the proportion of reported major crimes against persons successfully closed by the police after independent verification. This is the value of E2.2.1..... [ ]

Form 21

MEASUREMENT SET 2.2.2

MEASURABLE OBJECTIVE E2.2.2

To maximize the number of reported major crimes against property:

- burglary
- larceny
- vehicle theft

that are closed successfully by the police after independent verification, such as:

- formal diversion
- prosecutor acceptance of the case
- judicial acceptance of the case
- conviction.

CORE EFFECTIVENESS MEASURE E2.2.2

Proportion of reported major crimes against property:

- burglary
- larcency
- vehicle theft

that are closed successfully by the police after independent verification, such as:

- formal diversion
- prosecutor acceptance of the case
- judicial acceptance of the case
- conviction.

DATA COLLECTION INFORMATION

Data Source: Case control log; case files

Related Measures: E2.2.1, E2.2.3

Data Availability: Available from current record system with some modifications

Preceding page blank

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$5,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Up

RATIONALE

This objective, like 2.2.1, reflects on the quality of a police agency's investigations. It improves on the concept of clearance by extending categories and providing for independent verification of police actions. It focuses on major property crimes.

MEASUREMENT STRATEGY

The clearance recording procedure is modified to record the type of closure and to make provision for updating prior records as cases progress.

DATA ELEMENTS

VAR048 - Number of reported occurrences of burglary during the study period.

VAR049 - Number of reported occurrences of larceny during the study period.

VAR050 - Number of reported occurrences of vehicle theft during the study period.

VAR051 - Number of cases of burglary successfully closed by the police through formal diversion during the study period.

VAR052 - Number of cases of burglary successfully closed by the police through prosecutor acceptance of the case during the study period.

VAR053 - Number of cases of burglary successfully closed by the police through judicial acceptance of the case during the study period.

VAR054 - Number of cases of burglary successfully closed by the police through conviction during the study period.

VAR055 - Number of cases of larceny successfully closed by the police through formal diversion during the study period.

VAR056 - Number of cases of larceny successfully closed by the police through prosecutor acceptance of the case during the study period.

VAR057 - Number of cases of larceny successfully closed by the police through judicial acceptance of the case during the study period.

VAR058 - Number of cases of larceny successfully closed by the police through conviction during the study period.

VAR059 - Number of cases of vehicle theft successfully closed by the police through formal diversion during the study period.

VAR060 - Number of cases of vehicle theft successfully closed by the police through prosecutor acceptance of the case during the study period.

VAR061 - Number of cases of vehicle theft successfully closed by the police through judicial acceptance of the case during the study period.

VAR062 - Number of cases of vehicle theft successfully closed by the police through conviction during the study period.

KEY TERMS

1. Reported occurrences of the crimes specified are usually documented in official crime reports. The source document is the crime report completed by the investigating patrol officer. Many crimes, as reported, are later discovered to be unfounded or improperly classified. Following UCR practice, if these unfoundings or errors cannot be corrected in time to be reflected on the current month's tabulation, subsequent reports should be adjusted.

2. The three crime categories represent the Uniform Crime Report (UCR) Part I offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. The study period is the time interval for which data is collected and tabulated. It is recommended that this measure be adopted with a regular monthly study period.

4. Successful closure of a case occurs when (a) an investigation culminates in the identification and apprehension of an offender, and (b) another organization or agency (such as the prosecutor, or an agency that accepts offenders for formal diversion) ratifies the police decision, giving an independent verification.

5. Independent verification of a police case decision occurs when an agency outside the police department indicates concurrence with a police case decision by accepting the case for further processing. Specific categories of independent verification are:

   a. Formal diversion of an offender outside the criminal justice system is the referral of a case to, and its acceptance by, an agency or service organization for handling, other than prosecution. A diversion is formal when the outside agency is given written notice of the referral and a notation of case acceptance is placed in the police case file.

      Referral of a youthful offender to juvenile justice authorities would be considered formal diversion only when there is (a) a subsequent action taken by those authorities that ratifies the police closure of the case as successful, and (b) no subsequent prosecution.

   b. Prosecutor acceptance of the case is an action taken subsequent to apprehension, by the city or district attorney, or juvenile prosecutive authorities, that indicates a preparedness to prosecute the offender.

   c. Judicial acceptance is the action taken by some court to indict an offender or take him/her to trial. In order to qualify as a form of independent verification of successful closure, the judicial action must occur subsequent to apprehension and prosecutor acceptance, and it must constitute some degree of ratification that the police have brought together the elements of a crime and the correct offender.

   d. Conviction is the decision by a court of law that an offender is in fact guilty as charged. To constitute independent verification of successful closure, the conviction need not be for the original charge (for example, first-degree murder), but it must be an adjudication of guilt of some crime based on the facts of the case under consideration. Conviction for only one of two related, but separate offenses will not clear the other.

MEASURE COMPUTATION FORMULA

$$E2.2.2 = \frac{\sum \text{VAR051 thru VAR062}}{\sum \text{VAR048 thru VAR050}}$$

To calculate measure E2.2.2, sum the various types of closure for the three major property crimes (VAR051 thru VAR062). Sum the number of reported cases of major property crimes (VAR048 thru VAR050). Divide the total case closures by the total number of reported cases of major property crimes. The resulting value, which should vary between 0.00 and 1.00, represents the proportion of reported major property crimes that are successfully closed by the police after independent verification.

DATA TABULATION PROCEDURES

The procedures for collecting data for effectiveness measure E2.2.2, like E2.2.1, require that a case control system be established which will identify the reported crime type and the highest level of closure attained. This system, described in detail in E2.2.1, involves establishing an extra-departmental feedback link, which will establish and update closures upon independent verification.

At the end of each month (or other study period) a count must be made on Form 20 of the number of closures that occurred. The two accounting conventions introduced in the instruction for E2.2.1 (count most recent closure only, and Deduct cases closed in previous months) should be followed.

USING THE COMPUTATION WORKSHEET

Transfer the number of major property crimes that are successfully closed through independent verification from the designated boxes on the tabulation form (Form 20) to the corresponding lines on the computation worksheet (Form 22):

Crime	Tabulation Form		Computation Worksheet
Burglary	box 5a	to	line 1a
	box 5b	to	line 1b
	box 5c	to	line 1c
	box 5d	to	line 1d
	box 5e	to	line 1e
Larceny	box 6a	to	line 2a
	"	"	"
	"	"	"
	"	"	"
	box 6e	to	line 2e
Vehicle Theft	box 7a	to	line 3a
	"	"	"
	"	"	"
	"	"	"
	box 7e	to	line 3e

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

PAGE ___ OF _____

CASE CLEARANCE/CLOSURE LOG

MONTH OF _____,19___

		SUCCESSFUL CLOSURE (INDEPENDENT VERIFICATION)				CLEARANCE (ONLY)		
CASE NUMBER	UCR CRIME CLASSIFICATION	A FORMAL DIVERSION	B PROSECUTOR ACCEPTANCE	C JUDICIAL ACCEPTANCE	D CONVICTION	E EXCEPTION (SEE UCR HANDBOOK)	F ARREST	G PROSECUTOR REFUSAL

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

CLEARANCE/CLOSURE REPORT FORM

CASE Nº
BOOKING Nº
UCR CRIME CLASSIFICATION
COMPLAINANT/ARRESTEE NAME

USE THIS FORM TO ESTABLISH OR CHANGE THE CLEARANCE/CLOSURE STATUS OF A CASE

CLEARANCE/CLOSURE COMPLETED(CHANGED) ON _____ (DATE):_____

CLEARANCE ONLY

_____ SOLVED BUT CANNOT MAKE AN APPREHENSION

EXPLAIN REASON _____

_____

_____

_____ INTERNAL DIVERSION TO _____

_____ ARREST. ARRESTEE NAME: _____
(ENTER BOOKING NUMBER ABOVE)

_____ PROSECUTION REFUSED BY _____ (PROSECUTOR)

EXPLAIN REASON _____

_____

SUCCESSFUL CLOSURES

_____ FORMAL DIVERSION TO _____

_____ PROSECUTOR ACCEPTANCE OF CASE BY _____ (PROSECUTOR)

_____ JUDICIAL ACCEPTANCE OF CASE BY _____ (DIVISION)

_____ VERDICT OF ☐ GUILTY ☐ NOT GUILTY

_____ CHARGE

SUBMITTED BY _____ (OFFICER, OFFICIAL) _____ (RANK, TITLE) _____ (UNIT, AGENCY) ★ (BADGE Nº)

APPROVED BY _____ (SUPERVISOR) _____ (RANK, TITLE) _____ (UNIT, AGENCY) ★ (BADGE Nº)

RECORDS DIVISION USE ONLY

PRIOR STATUS _____ CHANGE RECORDED _____ (DATE) BY _____ (CLERK)

FORM 14

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

TALLY SHEET
CASE CLEARANCE/CLOSURE

UCR CRIME CLASSIFICATION	SUCCESSFUL CLOSURES: A. FORMAL DIVERSION	VAR	B. PROSECUTOR ACCEPTANCE	VAR	C. JUDICIAL ACCEPTANCE	VAR	D. CONVICTION	VAR	CLEARANCE ONLY: E. EXCEPTION (SEE UCR HANDBOOK)	F. ARREST	TOTAL CLEARANCE (ADD COL. E+F)	G. PROSECUTOR REFUSAL
1. HOMICIDE		032		033		034		035				
2. RAPE		036		037		038		039				
3. ROBBERY		040		041		042		043				
4. ASSAULT		044		045		046		047				
5. BURGLARY		051		052		053		054				
6. LARCENY		055		056		057		058				
7. VEHICLE THEFT		059		060		061		062				
8. OTHER ASSAULTS		080		081		082		083				
9. ARSON		084		085		086		087				
10. FORGERY & COUNTERFEITING		088		089		090		091				
11. FRAUD		092		093		094		095				
12. EMBEZZLEMENT		096		097		098		099				
13. STOLEN PROPERTY		100		101		102		103				
14. VANDALISM		104		105		106		107				
15. WEAPONS		108		109		110		111				
16. PROSTITUTION & VICE		112		113		114		115				
17. SEX OFFENSES		116		117		118		119				
18. NARCOTIC DRUG VIOLATIONS		120		121		122		123				
19. GAMBLING		124		125		126		127				
20. OFFENSES AGAINST THE FAMILY AND CHILDREN		128		129		130		131				
21. DRIVING UNDER INFLUENCE		132		133		134		135				
22. LIQUOR LAW VIOLATIONS		136		137		138		139				
23. DISORDERLY CONDUCT		140		141		142		143				
24. OTHER LESSER OFFENSES		144		145		146		146				

FORM 20

From the police department's monthly UCR return, transfer the number of reported major property crimes to the following lines of the worksheet:

- reported burglaries--line 4a;
- reported larcenies--line 4b;
- reported vehicle thefts--line 4c.

The number of reported major property crimes are then summed (add lines 4a-4c), and the total entered on line 4d.

To total all successful, independently verified closures of major, property crimes, sum lines 1e, 2e, and 3e, and enter the result on line 5 of the worksheet.

Divide line 5 by line 4d and enter the result on line 6. Line 6 is the value of effectiveness measure E2.2.2, and it represents the extent to which police are able to obtain successful, independently verified closure of reported, major property crimes during the study period.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.2.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Burglaries successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR051)..... _____
   b. Prosecutor acceptance of the case (VAR052)..... _____
   c. Judicial acceptance of the case (VAR053)..... _____
   d. Conviction (VAR054)..... _____
   e. Total closures (sum lines a through d)..... _____

2. Larcenies successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR055)..... _____
   b. Prosecutor acceptance of the case (VAR056)..... _____
   c. Judicial acceptance of the case (VAR057)..... _____
   d. Conviction (VAR058)..... _____
   e. Total closures (sum lines a through d)..... _____

3. Vehicle thefts successfully closed through independent verification in each of the following categories:

   a. Formal diversion (VAR059)..... _____
   b. Prosecutor acceptance of the case (VAR060)..... _____
   c. Judicial acceptance of the case (VAR061)..... _____
   d. Conviction (VAR062)..... _____
   e. Total closures (sum lines a through d)..... _____

4. Reported major property crimes in each of the following categories:

   a. Burglary (VAR048)..... _____
   b. Larceny (VAR049)..... _____

SUMMARY OF DATA ELEMENTS (CONT'D)

   c. Vehicle theft (VAR050)..... _____
   d. Total (sum lines a through c)..... _____

COMPUTATION PROCEDURE

5. Enter the total number of major property crimes successfully closed (sum lines 1e, 2e, and 3e)..... _____

6. Divide the entry on line 5 by the entry on line 4d, and enter the proportion of reported major property crimes successfully closed by the police after independent verification. This is the value of E2.2.2..... [ ]

Form 22

MEASUREMENT SET 2.2.3

MEASURABLE OBJECTIVE 2.2.3

To maximize, consistent with community expectations, the number of each of the reported lesser personal and property crimes:

- other assaults
- arson
- forgery and counterfeiting
- fraud
- embezzlement
- stolen property: buying, receiving possessing
- vandalism
- weapons: carrying, possessing, etc.
- prostitution and commercialized vice
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- narcotic drug laws
- gambling
- offenses against the family and children
- driving under the influence
- liquor laws
- disorderly conduct
- all other offenses

that are closed successfully by the police after independent verification, such as:

- formal diversion
- prosecutor acceptance of the case
- judicial acceptance of the case
- conviction

CORE EFFECTIVENESS MEASURE E2.2.3

The proportion of <u>each</u> of the reported lesser personal and property crimes:

- other assaults
- arson
- forgery and counterfeiting

Preceding page blank

- fraud
- embezzlement
- stolen property: buying, receiving, possessing
- vandalism
- weapons: carrying, possessing, etc.
- prostitution and commercialized vice
- sex offenses (except forcible rape, prostitution, and commercialized vice)
- narcotic drug laws
- gambling
- offenses against the family and children
- driving under the influence
- liquor laws
- disorderly conduct
- all other offenses

that are closed successfully by the police after independent verification, such as:

- formal diversion
- prosecutor acceptance of the case
- judicial acceptance of the case
- conviction

DATA COLLECTION INFORMATION

Data Source: Case control log; case files

Related Measures: E2.2.1, E2.2.2

Data Availability: Available from current record system with some modifications

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$5,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Up

RATIONALE

This measure, like E2.2.1, reflects the quality of a police agency's investigations. It improves on the concept of clearance by extending categories and providing for independent verification of police actions. This measure, like E1.3.1 incorporates the notion of community expectations with regard to the closure of lesser crimes.

MEASUREMENT STRATEGY

The clearance recording procedure is modified to record the type of closure and to make provision for updating prior records as cases progress.

DATA ELEMENTS

VAR063 - Number of reported occurrences of other assaults during the study period.

VAR064 - Number of reported occurrences of arson during the study period.

VAR065 - Number of reported occurrences of forgery and counterfeiting during the study period.

VAR066 - Number of reported occurrences of fraud during the study period.

VAR067 - Number of reported occurrences of embezzlement during the study period.

VAR068 - Number of reported occurrences of stolen property: buying, receiving, possessing during the study period.

VAR069 - Number of reported occurrences of vandalism during the study period.

VAR070 - Number of reported occurrences of weapons: carrying, possessing, etc. during the study period.

VAR071 - Number of reported occurrences of prostitution and commercialized vice during the study period.

VAR072 - Number of reported occurrences of sex offenses (except forcible rape, prostitution, and commercialized vice) during the study period.

VAR073 - Number of reported occurrences of narcotic drug violations during the study period.

VAR074 - Number of reported occurrences of gambling during the study period.

VAR075 - Number of reported occurrences of offenses against the family and children during the study period.

VAR076 - Number of reported occurrences of driving under the influence during the study period.

VAR077 - Number of reported occurrences of liquor law violations during the study period.

VAR078 - Number of reported occurrences of disorderly conduct during the study period.

VAR079 - Number of reported occurrences of other offenses during the study period.

VAR080 - Number of cases of all other assaults successfully closed by the police through formal diversion during the study period.

VAR081 - Number of cases of all other assaults successfully closed by the police through prosecutor acceptance of the case during the study period.

VAR082 - Number of cases of all other assaults successfully closed by the police through judicial acceptance of the case during the study period.

VAR083 - Number of cases of all other assaults successfully closed by the police through conviction during the study period.

VAR084-VAR087 - Number of cases of arson successfully closed through independent verification during the study period.

VAR088-VAR091 - Number of cases of forgery and counterfeiting successfully closed through independent verification during the study period.

VAR092-VAR095 - Number of cases of fraud successfully closed through independent verification during the study period.

VAR096-VAR099 - Number of cases of embezzlement successfully closed through independent verification during the study period.

VAR100-VAR103 - Number of cases of stolen property: buying, receiving, possessing successfully closed through the study period.

VAR104-VAR107 - Number of cases of vandalism successfully closed through independent verification during the study period.

VAR108-VAR111 - Number of cases of weapons: carrying, possessing, etc. successfully closed through independent verification during the study period.

VAR112-VAR115 - Number of cases of prostitution and commercialized vice successfully closed through independent verification during the study period.

VAR116-VAR119 - Number of cases of sex offenses (except forcible rape, prostitution, and commercialized vice) successfully closed through independent verification during the study period.

VAR120-VAR123 - Number of cases of narcotic drug law violations successfully closed through independent verification during the study period.

VAR124-VAR127 - Number of cases of gambling successfully closed through independent verification during the study period.

VAR128-VAR131 - Number of cases of offenses against the family and children successfully closed through independent verification during the study period.

VAR132-VAR135 - Number of cases of driving under the influence successfully closed through independent verification during the study period.

VAR136-VAR139 - Number of cases of liquor law violations successfully closed through independent verification during the study period.

VAR140-VAR143 - Number of cases of disorderly conduct successfully closed through independent verification during the study period.

VAR144-VAR147 - Number of cases of other offenses successfully closed through independent verification during the study period.

KEY TERMS

1. Reported occurrences of the crimes specified are usually documented in official crime reports. The source document is the crime report completed by the investigating patrol officer. Many crimes, as reported, are later discovered to be unfounded or improperly classified. Following UCR practice, if these unfoundings or errors cannot be corrected in time to be reflected on the current month's tabulation, subsequent reports should be adjusted.

2. The crime categories listed represent the Uniform Crime Report (UCR) Part II lesser offenses. Definitions thus adhere to the specifications of the federal Uniform Crime Reporting Handbook (latest revision).

3. The study period is the time interval for which data is collected and tabulated. A regular monthly study period is recommended for this measure.

4. Successful closure of a case occurs when (a) an investigation culminates in the identification and apprehension of an offender, and (b) another organization or agency (such as the prosecutor, or an agency that accepts offenders for formal diversion) ratifies the police decision, giving an independent verification.

5. Independent verification of a police case decision occurs when an agency outside the police department indicates concurrence with a police case decision by accepting the case for further processing. Specific categories of independent verification are:

   a. Formal diversion of an offender outside the criminal justice system is the referral of a case to, and its acceptance by, an agency or service organization for handling other than prosecution. A diversion is formal when the outside agency is given written notice of the referral and a notation of case acceptance is placed in the police case file.

Referral of a youthful offender to juvenile justice authorities would be considered formal diversion only when there is (a) a subsequent action taken by those authorities that ratifies the police closure of the case as successful, and (b) no subsequent prosecution.

   b. Prosecutor acceptance of the case is an action taken subsequent to apprehension, by the city or district attorney, or juvenile prosecutive authorities, that indicates a preparedness to prosecute the offender.

   c. Judicial acceptance is the action taken by some court to indict an offender or take him/her to trial. In order to qualify as a form of independent verification of successful closure, the judicial action must occur subsequent to apprehension and prosecutor acceptance, and it must constitute some degree of ratification that the police have brought together the elements of a crime and the correct offender.

   d. Conviction is the decision by a court of law that an offender is in fact guilty as charged. To constitute independent verification of successful closure, the conviction need not be for the original charge (for example, first-degree murder), but it must be an adjudication of guilt of some crime based on the facts of the case under consideration. Conviction for only one of two related but separate offenses will not clear the other.

MEASURE COMPUTATION FORMULA

$$E2.2.3 = \frac{\sum \text{VAR080 thru VAR083}}{\text{VAR063}} \text{ thru } \frac{\sum \text{VAR144 thru VAR147}}{\text{VAR079}}$$

To calculate measure E2.2.3, sum the various types of closure for each of the Part II lesser offenses individually. Divide this sum for each crime classification by the corresponding number of reported occurrences of that crime. The resulting values, which should vary between 0.00 and 1.00, represent the proportion of each of the lesser offenses that is successfully closed by the police through independent verification.

The several closure rates for the various crimes are not summed. Therefore, there can be as many as seventeen scores for this measure.

DATA TABULATION PROCEDURES

The procedures for collecting data for effectiveness measure E2.2.3, like E2.2.1 and E2.2.2, require that a feedback system be established which will identify the reported crime type and the highest level of closure attained. This system, described in detail in E2.2.1, involves establishing an extra-departmental feedback link, which will establish and update further closures upon independent verification.

At the end of each month (or other study period) a count must be made of the number of closures that occurred. Again, use the two accounting conventions explained in E2.2.3 (Count most recent closure only, and Deduct cases closed in previous months).

PPPM

MEASURES
E2.2.1
E2.2.2
E2.2.3

CASE CLEARANCE/CLOSURE LOG

MONTH OF _____, 19____

		SUCCESSFUL CLOSURE (INDEPENDENT VERIFICATION)				CLEARANCE (ONLY)		
CASE NUMBER	UCR CRIME CLASSIFICATION	A. FORMAL DIVERSION	B. PROSECUTOR ACCEPTANCE	C. JUDICIAL ACCEPTANCE	D. CONVICTION	E. EXCEPTION (SEE UCR HANDBOOK)	F. ARREST	G. PROSECUTOR REFUSAL

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

CLEARANCE/CLOSURE REPORT FORM

CASE Nº
BOOKING Nº
UCR CRIME CLASSIFICATION
COMPLAINANT/ARRESTEE NAME

USE THIS FORM TO ESTABLISH OR CHANGE THE CLEARANCE/CLOSURE STATUS OF A CASE

CLEARANCE/CLOSURE COMPLETED(CHANGED) ON _____ (DATE):_____

CLEARANCE ONLY

_____ SOLVED BUT CANNOT MAKE AN APPREHENSION

EXPLAIN REASON _____

_____

_____

_____ INTERNAL DIVERSION TO _____

_____ ARREST. ARRESTEE NAME: _____
(ENTER BOOKING NUMBER ABOVE)

_____ PROSECUTION REFUSED BY _____ (PROSECUTOR)

EXPLAIN REASON _____

_____

SUCCESSFUL CLOSURES

_____ FORMAL DIVERSION TO _____

_____ PROSECUTOR ACCEPTANCE OF CASE BY _____ (PROSECUTOR)

_____ JUDICIAL ACCEPTANCE OF CASE BY _____ (DIVISION)

_____ VERDICT OF ☐ GUILTY ☐ NOT GUILTY

_____ CHARGE

SUBMITTED BY _____ (OFFICER, OFFICIAL) _____ (RANK, TITLE) _____ (UNIT, AGENCY) ★ (BADGE Nº)

APPROVED BY _____ (SUPERVISOR) _____ (RANK, TITLE) _____ (UNIT, AGENCY) ★ (BADGE Nº)

RECORDS DIVISION USE ONLY

PRIOR STATUS _____ CHANGE RECORDED _____ (DATE) BY _____ (CLERK)

FORM 14

PPPM
MEASURES
E2.2.1
E2.2.2
E2.2.3

TALLY SHEET
CASE CLEARANCE/CLOSURE

UCR CRIME CLASSIFICATION	SUCCESSFUL CLOSURES: A. FORMAL DIVERSION	VAR	B. PROSECUTOR ACCEPTANCE	VAR	C. JUDICIAL ACCEPTANCE	VAR	D. CONVICTION	VAR	CLEARANCE ONLY: E. EXCEPTION (SEE UCR HANDBOOK)	F. ARREST	TOTAL CLEARANCE (ADD COL +2)	G. PROSECUTOR REFUSAL
1. HOMICIDE		032		033		034		035				
2. RAPE		036		037		038		039				
3. ROBBERY		040		041		042		043				
4. ASSAULT		044		045		046		047				
5. BURGLARY		051		052		053		054				
6. LARCENY		055		056		057		058				
7. VEHICLE THEFT		059		060		061		062				
8. OTHER ASSAULTS		080		081		082		083				
9. ARSON		084		085		086		087				
10. FORGERY & COUNTERFEITING		088		089		090		091				
11. FRAUD		092		093		094		095				
12. EMBEZZLEMENT		096		097		098		099				
13. STOLEN PROPERTY		100		101		102		103				
14. VANDALISM		104		105		106		107				
15. WEAPONS		108		109		110		111				
16. PROSTITUTION & VICE		112		113		114		115				
17. SEX OFFENSES		116		117		118		119				
18. NARCOTIC DRUG VIOLATIONS		120		121		122		123				
19. GAMBLING		124		125		126		127				
20. OFFENSES AGAINST THE FAMILY AND CHILDREN		128		129		130		131				
21. DRIVING UNDER INFLUENCE		132		133		134		135				
22. LIQUOR LAW VIOLATIONS		136		137		138		139				
23. DISORDERLY CONDUCT		140		141		142		143				
24. OTHER LESSER OFFENSES		144		145		146		146				

FORM 20

CONTINUED

2 OF 7

USING THE COMPUTATION WORKSHEET

First, sum the number of lesser crime closures across closure categories for each crime class. Then transfer the number of successful closures to the following lines on the computation worksheet (Form 23):

Crime	Tabulation Form		Computation Worksheet
Other Assaults	Σbox 8a-d	to	line 1a
Arson	Σbox 9a-d	to	line 1b
Forgery and Counterfeiting	Σbox 10a-d	to	line 1c
Fraud	Σbox 11a-d	to	line 1d
Embezzlement	Σbox 12a-d	to	line 1e
Stolen Property	Σbox 13a-d	to	line 1f
Vandalism	Σbox 14a-d	to	line 1g
Weapons	Σbox 15a-d	to	line 1h
Prostitution and Commercialized Vice	Σbox 16a-d	to	line 1i
Other Sex Offenses	Σbox 17a-d	to	line 1j
Narcotic Drug Laws	Σbox 18a-d	to	line 1k
Gambling	Σbox 19a-d	to	line 1l
Offenses Against the Family and Children	Σbox 20a-d	to	line 1m
Driving Under the Influence	Σbox 21a-d	to	line 1n
Liquor Laws	Σbox 22a-d	to	line 1o
Disorderly Conduct	Σbox 23a-d	to	line 1p
All Other Offenses	Σbox 24a-d	to	line 1q

From the current monthly UCR return, transfer the number of each of the reported lesser Part II crimes to lines 2a-2p on the worksheet.

Divide the number of each of the lesser Part II crimes successfully closed after independent verification (lines 1a-1q) by the corresponding number of reported occurrences of each crime (lines 2a-2q), and enter the results on lines 3a-3q. Lines 3a-3q are the values of effectiveness measure E2.2.3, and represent the extent to which police are able to close successfully cases of each of the Part II lesser offenses, through independent verification, during the study period.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion..over last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E2.2.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Each of the lesser crimes successfully closed through independent verification:

   a. Other assaults (ΣVAR080-VAR083)..... _____
   b. Arson (ΣVAR084-VAR087)..... _____
   c. Forgery and counterfeiting (ΣVAR088-VAR091)..... _____
   d. Fraud (ΣVAR092-VAR095)..... _____
   e. Embezzlement (ΣVAR096-VAR099)..... _____
   f. Stolen property: buying, receiving, possessing (ΣVAR100-VAR103)..... _____
   g. Vandalism (ΣVAR104-VAR107)..... _____
   h. Weapons: carrying, possessing, etc. (ΣVAR108-VAR111)... _____
   i. Prostitution and commercialized vice (ΣVAR112-VAR115)... _____
   j. Sex offenses (except forcible rape, prostitution, and commercialized vice) (ΣVAR116-VAR119)..... _____
   k. Narcotic drug laws (ΣVAR120-VAR123)..... _____
   l. Gambling (ΣVAR124-VAR127)..... _____
   m. Offenses against the family and children (ΣVAR128-VAR131)..... _____
   n. Driving under the influence (ΣVAR132-VAR135)..... _____
   o. Liquor laws (ΣVAR136-VAR139)..... _____
   p. Disorderly conduct (ΣVAR140-VAR143)..... _____
   q. All other offenses (ΣVAR144-VAR147)..... _____

2. Reported lesser crimes in each of the following categories:

   a. Other assaults (VAR077)..... _____
   b. Arson (VAR078)..... _____
   c. Forgery and counterfeiting (VAR079)..... _____
   d. Fraud (VAR080)..... _____

SUMMARY OF DATA ELEMENTS (CONT'D)

e. Embezzlement (VAR081)..... _____

f. Stolen property: buying, receiving, possessing (VAR082)..... _____

g. Vandalism (VAR083)..... _____

h. Weapons: carrying, possessing, etc. (VAR084)..... _____

i. Prostitution and commercialized vice (VAR085)..... _____

j. Sex offenses (except forcible rape, prostitution, and commercialized vice) (VAR086)..... _____

k. Narcotic drug laws (VAR087)..... _____

l. Gambling (VAR088)..... _____

m. Offenses against the family and children (VAR089)..... _____

n. Driving under the influence (VAR090)..... _____

o. Liquor laws (VAR091)..... _____

p. Disorderly conduct (VAR092)..... _____

q. All other offenses (VAR093)..... _____

COMPUTATION PROCEDURE

3. Divide the number of successful closures of <u>each</u> of the lesser Part II crimes after independent verification (lines la through 1q) by the corresponding number of reported occurrences of <u>each</u> crime (lines 2a through 2q), and enter the results on lines 3a through 3q below. These values are the proportion of each of the reported lesser offenses that is successfully closed by the police through independent verification; they are the values of E2.2.3.

	Divide Line	By Line	
a.	1a	2a	_____
b.	1b	2b	_____
c.	1c	2c	_____
d..	1d	2d	_____
e.	1e	2e	_____
f.	1f	2f	_____

COMPUTATION PROCEDURE (CONT'D)

	Divide Line	By Line	
g.	1g	2g	_____
h.	1h	2h	_____
i.	1i	2i	_____
j.	1j	2j	_____
k.	1k	2k	_____
l.	1l	2l	_____
m.	1m	2m	_____
n.	1n	2n	_____
o.	1o	2o	_____
p.	1p	2p	_____
q.	1q	2q	_____

Form 23

MEASUREMENT SET 2.3.1

MEASURABLE OBJECTIVE 2.3.1
To maximize the quality of case preparation.

CORE EFFECTIVENESS MEASURE E2.3.1
Proportion of cases in which the quality of case preparation is rated to be satisfactory by both the police and prosecutor.

DATA COLLECTION INFORMATION
Data Source: Case ratings by supervisors and prosecutors
Related Measure: E2.3.2
Data Availability: Data not generally available at present
Minimum Study Period: One month
Data Collection Mode: Continuous
Estimated Cost of Collection: $500 (Separate) $1,000 (Cluster)
Measurement Interval: Monthly, quarterly, yearly
Directionality: Up

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RATIONALE

This objective articulates a goal of quality case investigation. The measure tracks patterns in case preparation through ratings by investigative supervisors and prosecutors, giving an on-going, systematic indication of investigative quality.

MEASUREMENT STRATEGY

Prosecutors and police supervisors make systematic ratings of the quality of preparation of criminal case files as they are passed on for prosecution.

DATA ELEMENTS

VAR167 - Number of criminal cases that are rated for the quality of preparation as satisfactory by both a police investigative supervisor and a working prosecutor.

VAR168 - Number of criminal cases that are rated for the quality of preparation as unsatisfactory by either a police investigative supervisor or a working prosecutor.

KEY TERMS

1. Criminal cases are completed investigations in which a crime has been detected, a suspect has been apprehended, and the matter has been passed on to the prosecutor's office for prosecution.

2. The quality of case preparation is multi-dimensional and must be assessed using locally established criteria. This measure requires a composite rating of case preparation as either satisfactory or unsatisfactory.

3. Rating as satisfactory or better by both a police investigative supervisor and a working prosecutor, specifies that to be counted as a qualifying case, both a police supervisor and a prosecutor must have reviewed the file and rated its preparation as satisfactory or better. Any case rated as less than satisfactory by either a police supervisor or a prosecutor would not be counted as a data item for VAR167.

4. A police investigative supervisor is a departmental official (such as a detective sergeant) assigned to supervise investigations and who normally reviews cases.

5. A working prosecutor is a lawyer employed by the controlling jurisdiction whose function it is to prosecute offenders. The prosecutor who makes case ratings should be the attorney who personally handles the case, not a supervisor or administrator.

MEASURE COMPUTATION FORMULA

$$E2.3.1 = \frac{VAR167}{VAR167 + VAR168}$$

To calculate measure E2.3.1, divide the number of cases rated as satisfactory or better by both a police supervisor and a working prosecutor (VAR167) by the total number of cases rated (VAR167 + VAR168). The resulting value represents the proportion of cases in which the quality of preparation is rated as satisfactory or better by both the police and the prosecutor.

DATA TABULATION PROCEDURES

The quality of case preparation is not currently rated or evaluated formally, either by most police departments or by prosecutors. A data collection program must therefore be established to complete the data elements for the computation of this measure.

Establishing Case Rating Procedures

The first step in data collection is to establish case rating procedures. If the police department already has some system by which supervisors and prosecutors review each case and make a formal judgement about quality this step can be omitted. If the department is like most, however, it will be necessary to devise a formal rating system.

A sample case preparation rating from (Form 24) has been drawn up to meet the needs of this measure. Departments may choose to use these rating criteria or develop their own, new standards. As each case is prepared for prosecution, it is submitted first to a detective supervisor for review. At the time the police supervisor reviews the case, a case rating form is completed, even if the case is rejected and sent back for further investigation. Cases that were re-investigated and re-submitted for approval by the detective supervisor should also have a rating form completed. Once the rating form is filled out, it should be submitted to the departments' performance measurement personnel. At this time the detective supervisor's rating will be placed on file in case number sequence to await the prosecutor's rating of the same case. Cases that receive two detective supervisor ratings due to re-investigation will be appraised on the basis of the first rating.

Before the case is forwarded for prosecution, a rating form will be inserted in the file, to be completed by the prosecutor assigned to the case. The prosecutor will complete the rating on his first review of the case file.

Once the prosecutor has rated the case, the rating form will be returned to the department's performance measurement personnel, where it will be matched (using case number) with the first rating by the detective supervisor.

PPPM
MEASURE
E2.3.1

Case Preparation Rating Form

Case Number _____ Defendant (s) _____

Case Prepared By: _____ Case Reviewed By: _____ Date: _____

Note: Sergeant reviewing case is to sign off below only after all elements of case file are satisfactorily completed. However, no changes will be made in rating after initial review.

CRITERIA FOR EVALUATING CASE PREPARATION	REQUIRES ACTION YES	N/A
A. Supporting Documentation		
1. Casefile Organization	☐	☐
2. Report Summaries	☐	☐
3. Report Quality	☐	☐
a. Neatness	☐	☐
b. Conformity to Format	☐	☐
4. Completeness of File	☐	☐
a. Crime Report	☐	☐
b. Custody Report	☐	☐
c. Criminal History Record	☐	☐
d. Follow-up Investigation Report	☐	☐
e. Description of Physical Evidence, including latent fingerprints	☐	☐
f. Routing Card	☐	☐
g. Crime Scene Diagram (homicide or rape)	☐	☐
h. Certified Medical and Lab Reports (rape)	☐	☐

CRITERIA FOR EVALUATING CASE PREPARATION	REQUIRES ACTION YES	N/A
B. Legal Constraints		
1. Are Criminal Elements Satisfied	☐	☐
2. Search Warrants Obtained	☐	☐
3. Was there Justification for Search and Seizure	☐	☐
C. Victim/Witnesses		
1. Record of Statements Made by Victim/Witnesses	☐	☐
2. Have all Witnesses and Participants been Interviewed	☐	☐
3. Have all Undeveloped Leads Been Satisfied	☐	☐
D. Suspect		
1. Was Suspect Advised of His Constitutional Rights	☐	☐
2. If Suspect Confessed to Crime, Is there a Record of His Statements	☐	☐

REMARKS: _____

_____

_____

_____

_____

_____

_____

_____

_____

Sergeant's Signature (Indicates Case Reviewed and Accepted)

FORM 24 - COURTESY OF PORTLAND POLICE BUREAU

PPPM
MEASURES
E2.3.1
E2.3.2

TALLY SHEET
CASE PREPARATION ☐
TESTIMONY ☐

	1. SATISFACTORY RATING	2. UNSATISFACTORY RATING
TALLY		
COUNT	(VAR167)	(VAR168)

FORM 25

When it is determined that a case has been rated by both a detective supervisor and a prosecutor, the ratings will be scored. If both ratings are satisfactory in every respect, a tally is made on the tabulation form (see Form 25) in the satisfactory column. If one or both ratings are unsatisfactory, then the case should be tallied in column 2.

At the end of each month, the number of cases receiving satisfactory and unsatisfactory ratings will be totalled and entered on the appropriate lines of the measure computation worksheet.

USING THE COMPUTATION WORKSHEET

First, transfer the total number of cases that the detective supervisor and the prosecutor rate as satisfactory from column 1 of the tabulation form (Form 25) to line 1 of the computation worksheet (Form 26). Transfer the total number of cases rated as unsatisfactory from column 2 of the tabulation form to line 2 of the worksheet. Add lines 1 and 2, and enter the total on line 3.

Finally, divide line 1 by line 3 and enter the result on line 4. Line 4 is the value of effectiveness measure E2.3.1, and is an indicator of the quality of cases prepared by the police for prosecution.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E2.3.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of: 1. Cases that the detective supervisor and prosecutor both rate .80 or more of criteria as satisfactory or better (VAR167)..... _____ 2. Cases that either, or both, the detective supervisor and/or the prosecutor rate as less than satisfactory..... _____	3. Add the value on line 1 to the value on line 2, and enter the total on this line (VAR168)..... _____ 4. Divide the entry on line 1 by the entry on line 3. Enter the proportion of cases in which the quality of case preparation is rated as satisfactory or better by both the police and prosecutor; this is the value of E2.3.1..... [ ]

Form 26

MEASUREMENT SET 2.3.2

MEASURABLE OBJECTIVE 2.3.2
To maximize the quality of testimony given during legal proceedings.

CORE EFFECTIVENESS MEASURE E2.3.2
Proportion of cases in which the quality of the police officer's testimony is rated to be satisfactory by the prosecutor.

DATA COLLECTION INFORMATION
Data Source: Ratings of testimony by prosecutors
Related Measures: E2.3.1
Data Availability: Data not generally available at present
Minimum Study Period: One month
Data Collection Mode: Continuous
Estimated Cost of Collection: $500 (Separate) $1,000 (Cluster)
Measurement Interval: Monthly, quarterly, yearly
Directionality: Up

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RATIONALE

This objective articulates a goal of quality case investigation and presentation. The measure gauges the quality of officers' court testimony, using ratings given by the prosecutor.

MEASUREMENT STRATEGY

Prosecutors make systematic ratings of testimony as it is given in criminal trials.

DATA ELEMENTS

VAR169 - Number of cases in which the police officer's court testimony is rated to be satisfactory by the prosecutor.

VAR170 - Number of cases in which the police officer's court testimony is rated by the prosecutor.

KEY TERMS

1. Cases...of court testimony to be rated for this measure are occasions on which a police officer is called upon to present oral evidence in a criminal trial. Each officer's testimony should be rated, so one trial might yield several ratings. Similarly, each occasion on which testimony is given should be rated, so a single officer's presentation might be rated both during the preliminary hearing and at the trial. However, trivial or strictly pro forma presentations need not be rated.

2. Rating of court testimony must of necessity be multi-dimensional, using criteria established as appropriate by local officials. This measure requires a composite rating of testimony as either satisfactory or unsatisfactory.

3. The prosecutor is the lawyer employed by the controlling jurisdiction and assigned to prosecute the case under consideration.

MEASURE COMPUTATION FORMULA

$$E2.3.2 = \frac{VAR169}{VAR170}$$

To calculate measure E2.3.2, divide the number of cases in which testimony is presented satisfactorily (VAR169) by the number of cases in which testimony is rated by the prosecutor (VAR170). The resulting value represents the proportion of cases in which the police officer's testimony is rated to be satisfactory by the prosecutor.

DATA TABULATION PROCEDURES

In order to collect data for E2.3.2, like E2.3.1, a formal procedure must be established to rate police officers' testimony at formal adjudication proceedings. This rating should be completed by the representative of the prosecutor's office assigned to the case.

Establishing Testimony Rating Procedures

At the conclusion of the adjudication proceedings, the prosecutor must rate the various dimensions of police officers' testimony as satisfactory or unsatisfactory, for each case prosecuted using criteria such as those shown on the experimental testimony rating form (Form 27). Once completed, the form will be sent to the performance measurement unit in the police department.

PPPM MEASURE E2.3.2

RATING OF POLICE TESTIMONY

Officer Giving Testimony _____ Court Date _____ Prosecutor Case Number _____

Defendant _____ Police Case Number _____

DIMENSIONS OF OFFICER TESTIMONY	SATISFACTORY	UNSATISFACTORY
1. Appearance	☐	☐
2. Presentation of Evidence and Testimony	☐	☐
3. Knowledge of the Laws of Evidence	☐	☐
4. Knowledge of Court Procedures Regarding the Presentation of:		
a. Evidence	☐	☐
b. Testimony	☐	☐
5. Demeanor and Conduct	☐	☐
6. Knowledge of the Facts of the Case	☐	☐
7. Ability of Withstand Cross-examination	☐	☐
8. Ability to Refrain from Deviating from Previous Testimony	☐	☐
9. Case Preparation (Reports and Evidence)	☐	☐

Remarks (Note exceptional points and explain unsatisfactory elements):

_____

_____

_____

_____

_____

_____ Prosecutor Reviewing Case

Form 27

As testimony rating forms are received, they should be scored and placed on file according to the date they are received. At the end of each month all testimony rating forms are reviewed.

For each case that is scored satisfactory, a tally should be made in Column 3 of the case preparation and testimony rating tabulation form (Form 25). All unsatisfactory presentations of testimony should be tallied in Column 4 of this form (Form 25).

At the end of each month the number of satisfactory ratings of police officers' testimony should be totalled and entered on the appropriate line of the computation worksheet (Form 28).

USING THE COMPUTATION WORKSHEET

First, transfer the number of cases in which the prosecutor rated police officer's testimony to be satisfactory from Column 3 of the tabulation form (Form 23) to line 1 of the computation worksheet (Form 28). Next, transfer the total number of cases in which testimony is rated from Column 5 of the tabulation form to line 2 of the worksheet.

Divide line 1 by line 2 and enter the result on line 3. Line 3 is the value of effectiveness measure E2.3.2, and is an indication of the quality of police testimony during adjudication proceedings.

PPPM
MEASURES
E2.3.1
E2.3.2

TALLY SHEET
CASE PREPARATION ☐
TESTIMONY ☐

TALLY	1. SATISFACTORY RATING	2. UNSATISFACTORY RATING
COUNT	(VAR167)	(VAR168)

FORM 25

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E2.3.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the number of: 1. Case in which the police officer's testimony is rated as satisfactory on .80 or more of the criteria (VAR169)..... _____ 2. Cases in which the police officer's testimony is rated by the prosecutor (VAR170)..... _____	3. Divide the entry on line 1 by the entry on line 2. Enter the proportion of cases in which the quality of the police officer's testimony during the adjudication process is rated to be satisfactory by the prosecutor; this is the value of E2.3.2..... [ ]

Form 28

MEASUREMENT SET 2.4.1

MEASURABLE OBJECTIVE 2.4.1

To maximize the proportion of the total value of stolen and other crime-related articles that is recovered and returned to owners.

CORE EFFECTIVENESS MEASURE E2.4.1

Proportion of the total value of stolen and other crime-related articles that is recovered and returned to owners.

DATA COLLECTION INFORMATION

Data Source: Crime Reports; property receipts

Related Measures: E2.4.2

Data Availability: Generally available with minor record modifications.

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$3,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Up

RATIONALE

This objective expresses one aspect of a department's goal for recovering and returning stolen property. E2.4.1 relates the proportion of the total value of stolen articles that is recovered and returned.

MEASUREMENT STRATEGY

Data are taken from the departments' log of property return receipts and collated with information from the original crime report.

DATA ELEMENTS

VAR175 - Value of crime-related articles and items of stolen property that is recovered and returned to the owners.

VAR176 - Total value of crime-related articles and items of property that is reported stolen.

KEY TERMS

1. Stolen property refers to property that is taken during the commission of a crime (any crime) and listed on the crime report as stolen.

2. Crime-related property refers to property whose possession is changed during the course of a crime, such as a pair of eyeglasses lost during an assault of a brief case inside a stolen vehicle.

3. Recovered and returned to the owner specifies that the property must have been recovered by or turned into the police and returned to its legal owner. Recovery alone does not quality for inclusion.

4. The value of crime-related articles and items of stolen property is accepted as the dollar amounts shown on the crime reports, whether they are replacement or fair market value.

MEASURE COMPUTATION FORMULA

$$E2.4.1 = \frac{VAR175}{VAR176}$$

To calculate measure E2.4.1, divide the value of stolen and crime-related articles that are recovered and returned to owners (VAR175) by the total value of stolen or crime-related property reported to the police (VAR176). The resulting value represents the proportion of total value of stolen and crime-related articles recovered and returned to owners.

DATA TABULATION PROCEDURE

Effectiveness measures E2.4.1 and E2.4.2 deal with various aspects of success in handling stolen or crime-related property. At the present time, most departments summarize information about stolen property for UCR purposes on a form entitled "Supplement to Return A." This supplement is completed using information from official crime reports.

These two stolen property measures require only slight modifications to current record procedures. The first modification is that at the time the UCR clerk completes the Supplement, an entry is made on the Stolen Property Report Summary (Form 29), indicating the case number (column 1),

the date of the case (crime report) on which property is reported stolen (column 2), the number of articles reported missing (column 3), and the estimated value of the property taken (column 4). This information, once collected, should be forwarded to the performance measurement office.

The second modification to standard departmental procedures requires that property room personnel establish a log that will reflect critical information when an article of stolen property is receipted and returned to its owner. This Stolen Property Log (illustrated in Form 30) is designed to capture information on the case number (column 1), the date the property was stolen (column 2), the date the property was returned (column 3), and the value of property recovered and returned (column 4). The elapsed time (date reported stolen to date returned, for measure E2.4.2) will be calculated by performance measurement personnel and recorded in.

At the time that a receipt is written for articles of stolen or crime-related property that is returned to the owners, the value of the articles that are returned is calculated (following UCR procedures for valuation) and entered in column 4 of the Log. The value of articles reported stolen during the same period of time will be provided by the UCR clerk in column 3 of Form 29 (Stolen Property Report Summary).

This procedure of logging the value of stolen articles that are returned to owners should be completed and summarized on a monthly basis.

USING THE COMPUTATION WORKSHEET

First, transfer the total value of stolen and crime-related articles that is returned to owners from column 4 of the stolen property log (Form 30) to line 1 of the worksheet (Form 33). Transfer the total value of articles reported stolen from column 3 of Form 29 (stolen property: number and value of articles) to line 2 of the worksheet.

Finally, divide line 1 by line 2 and enter the result on line 3. Line 3 is the value of effectiveness measure E2.4.1 and represents the extent to which the police are effective in recovering and returning to the owner a portion of the total valuation of property stolen.

PPPM
MEASURES
E2.4.1
E2.4.2

STOLEN PROPERTY REPORT SUMMARY

(NOTE: EACH LINE REPRESENTS ONE CASE)

1. CASE NUMBER	2. DATE	3. NUMBER OF ARTICLES STOLEN	4. VALUE OF ARTICLES STOLEN

PPPM
MEASURES
E2.4.1
E2.4.2

STOLEN PROPERTY LOG

1. CASE NUMBER	2. DATE PROPERTY STOLEN	3. DATE PROPERTY RETURNED	4. LEAVE BLANK (OFFICE USE)	5. VALUE OF PROPERTY RECOVERED AND RETURNED

PPPM
MEASURE
E2.4.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total value of: 1. Crime-related articles and items of stolen property recovered and returned to the owner (VAR175)..... _____ 2. Crime-related articles and items of property reported stolen (VAR176)..... _____	3. Divide the entry on line 1 by the entry on line 2, and enter the proportion of total value of stolen and other crime-related articles recovered and returned to owners; this is the value of E2.4.1..... [ ]

Form 33

MEASUREMENT SET 2.4.2

MEASURABLE OBJECTIVE 2.4.2
To minimize the time that the owner of stolen and other crime-related articles use of that property.

CORE EFFECTIVENESS MEASURE E2.4.2
Average time that the owner of stolen and other crime-related articles is deprived of the possession and use of that property.

DATA COLLECTION INFORMATION
Data Source: Crime reports; property receipts Related Measures: E2.4.1 Data Availability: Generally available with minor record modifications Minimum Study Period: One month Data Collection Mode: Continuous Estimated Cost of Collection: $2,000 (Separate) $3,000 (Cluster) Measurement Intervals: Monthly, quarterly, yearly Directionality: Down

RATIONALE

Like E2.4.1, this objective states an aspect of a department's goal for recovering and returning stolen prop property. E2.4.2 estimates the average time that owners of stolen property are deprived of its possession and use.

MEASUREMENT STRATEGY

Data are taken from the department's log of property return receipts and collated with information from the original crime report.

DATA ELEMENTS

VAR177 - The total number of elapsed days between the date that property was stolen and the date returned, for all cases in the study.

VAR178 - Number of cases in the study involving stolen or crime-related property, where property was returned.

KEY TERMS

1. Cases involving stolen property refers to cases in which property is taken during the commission of a crime (any crime) and one or more articles of property are listed on the crime report as stolen.

2. Crime-related property refers to property whose possession is changed during the course of a crime, such as a pair of eyeglasses lost during an assault or a brief case inside a stolen vehicle.

3. Returned to the owner specifies that the property must have been recovered by or turned into the police and returned to its legal owner. To qualify as a case in which property is returned, one (or more) articles of stolen property must be returned.

4. The date that property (or crime related articles) were stolen refers to the date of occurrence shown on the crime report.

5. The date that property was returned refers to the date on which the stolen property was returned to the possession of its legal owner as recorded on the property return receipt.

6. The total number of elapsed days is derived by subtracting the date stolen from the date returned for each case in the study.

MEASURE COMPUTATION FORMULA

$$E2.4.2 = \frac{VAR177}{VAR178}$$

To calculate measure E2.4.2, divide the total number of elapsed days between the date stolen and the date returned for all cases in the study (VAR177) by the number of cases in the study involving stolen or crime-related property, where property was returned (VAR178). The resulting value represents the average time that the owner of stolen or crime-related property is deprived of the possession and use of that property.

DATA TABULATION PROCEDURE

This measure, as measure E2.4.1, depends on minor modifications to the stolen or crime-related property record system.

At the time that a receipt is written for articles of stolen or crime-related property that are returned to the owners, the date that the property was stolen and the date that the property was returned are entered in Columns 1 and 2 of the stolen property log (Form 30). The number of cases involving stolen or crime-related property where property was returned can be determined by counting the number of lines completed on the stolen property log for the period of time under consideration.

This procedure of logging dates for stolen and returned property should be followed and submitted monthly to the persons responsible for the performance measurement function in the department.

At the performance measurement desk, a clerk must calculate the elapsed time between theft of property and its return. This value is entered in column 3 (Office Use).

USING THE COMPUTATION WORKSHEET

First, transfer the total number of elapsed days between the date stolen and the date returned for all cases in the study to line 1 of the worksheet (Form 34). Enter the total number of cases in the study where stolen property was returned on line 2. Finally, divide line 1 by line 2 and enter the result on line 3. Line 3 is the value of effectiveness measure E2.4.2, and represents the extent to which the police are effective in reducing the period of time that owners of stolen property are deprived of the possession and use of that property.

PPPM

MEASURES
E2.4.1
E2.4.2

STOLEN PROPERTY REPORT SUMMARY

(NOTE: EACH LINE REPRESENTS ONE CASE)

1. CASE NUMBER	2. DATE	3. NUMBER OF ARTICLES STOLEN	4. VALUE OF ARTICLES STOLEN

PPPM
MEASURES
E2.4.1
E2.4.2

STOLEN PROPERTY LOG

1. CASE NUMBER	2. DATE PROPERTY STOLEN	3. DATE PROPERTY RETURNED	4. LEAVE BLANK (OFFICE USE)	5. VALUE OF PROPERTY RECOVERED AND RETURNED

PPPM
MEASURE
E2.4.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of: 1. Elapsed days between the date that property was stolen and the date returned for all cases in the study (VAR177)..... _____ 2. Cases in the study where stolen or crime-related property was returned (VAR178)..... _____	3. Divide the entry on line 1 by the entry on line 2, and enter the average number of days that the owners of stolen and crime-related articles are deprived of the possession and use of that property; this is the value of E2.4.2..... [ ]

Form 34

MEASUREMENT SET 2.5.1

MEASURABLE OBJECTIVE 2.5.1

To minimize the number of complaints alleging violations of legal safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

CORE EFFECTIVENESS MEASURE E2.5.1a

Ratio of complaints alleging violations of legal safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of right against self-incrimination

to total police arrests.

DATA COLLECTION INFORMATION

Data Source: Prosecutor's notice of procedural challenge

Related Measures: E2.5.1b, E2.5.2a, E2.5.2b, E2.5.2c

Data Availability: Not currently available in most departments.

Minimum Study Period: One month (one year, in small agencies)

Data Collection Mode: Continuous

Estimated Cost of Collection: $1,000 (Separate)
$2,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

Police responsibility for crime control is not without limitations. Objectives 2.5.1 and 2.5.2 both reflect aspects of the department's concern for legal procedures in criminal investigation and apprehension.

No measure of legality or propriety is definitive by itself. All must be examined in concert to give a true picture of the department's performance. E2.5.1a and E2.5.1b show the department's rate of legal challenges in two different contexts. The first compares challenges to total arrest levels, while the second relates challenges to population.

MEASUREMENT STRATEGY

Data are taken from prosecutors' reports concerning challenges to police investigative procedures.

DATA ELEMENTS

VAR179 - Number of complaints of unlawful arrest during study period.

VAR180 - Number of complaints of illegal stop, search, and seizure during study period.

VAR181 - Number of complaints of violations of rights against self-incrimination during study period.

VAR182 - Total number of police arrests during study period.

KEY TERMS

1. Complaints alleging violations of legal safeguards are legal challenges raised by the defense or judge relating to the lawfulness of arrest, search, and interrogation procedures. All challenges, regardless of factual circumstances will be considered complaints, and should be reported by the prosecutor to the police agency on a cooperative basis.

2. Unlawful arrests are violations of departmental, state, or federal prescriptions defining the conditions and methods by which arrests can be made.

3. Illegal stop, search, and seizure refers to acts in conflict with (1) the fourth amendment, (2) the fourteenth amendment, (3) state or federal statutes, or (4) departmental regulations prescribing the conditions and procedures by which detentions, searches, and seizures can be made.

4. Violations of rights against self-incrimination are acts in conflict with federal, state, or local prescriptions regarding the right of suspects (1) to remain silent, and (2) to have legal counsel during questioning (Miranda).

5. Total police arrests refers to the total number of felony and misdemeanor arrests made by the department.

MEASURE COMPUTATION FORMULA

$$\text{E2.5.1a} = \frac{\sum \text{VAR179 thru VAR181}}{\text{VAR182}}$$

To calculate measure E2.5.1a, add up the number of complaints of unlawful arrest (VAR179) illegal stop, search, and seizure (VAR180), and violation of rights against self-incrimination (VAR181), during the study period.

Divide the total number of complaints of violation of legal safeguards (VAR179 thru VAR181) by the total number of police arrests during the study period (VAR182). The resulting value represents the ratio of complaints of violations of legal safeguards to total police arrests, for the study period.

DATA TABULATION PROCEDURES

Unlike other measures of police propriety (E5.2.1a-E5.2.2b), which depend on the internal affairs unit to give feedback on officer conformity to rules and regulations, effectiveness measure E2.5.1a solicits the court system for information on the observance of legal safeguards. This method of acquiring data is recommended with full recognition that a cooperative arrangement must be established with another component of the criminal justice system. This cooperative link, perhaps through the prosecutor's office, would provide information on the number of times that legal challenges are entered with regard to the illegality of (1) an arrest, (2) a stop, search, or seizure, and (3) interrogation ("mirandizing") procedures.

Other effectiveness measures (E2.3.1a and E2.3.1b) also request prosecutor assistance in measuring police performance, and procedures for this cluster of measures can be integrated with those. For this series of measures a transmittal form must be prepared by the prosecutor assigned to the case, and sent to the performance measurement unit in the police department. The form must identify the number of challenges raised and the number that are sustained.

When notice of the various challenges is received by the department, a tally should be made in column 1 of the procedural challenge tabulation form (Form 36). Similarly, sustained rulings (verified violations) reported by the prosecutor should be entered in column 2. The tabulation form makes provision for counting each category of challenge alleging (1) arrest, (2) stop, search, and seizure, and (3) self-incrimination violations. At the end of the data collection period, tabulated challenges (complaints) and sustained rulings (verified violations) in each of the three categories are tallied, and the sums of these are entered in row 4 of the Tabulation Form.

USING THE COMPUTATION WORKSHEET

First, transfer the number of each type of complaint of procedural violation from Column 1 (rows 1-3) of the tabulation form (Form 36) to the following lines of the computation worksheet (Form 37):

PPPM MEASURES
E2.5.1a
E2.5.1b
E2.5.2a
E2.5.2b
E2.5.2c

PROCEDURAL CHALLENGE TABULATION FORM

LEGAL SAFEGUARD	1. CHALLENGES (COMPLAINTS)	2. SUSTAINED RULINGS (VERIFIED VIOLATIONS)
1. UNLAWFUL ARREST		
2. ILLEGAL STOP, SEARCH AND SECURE		
3. VIOLATION OF RIGHTS AGAINST SELF-INCRIMINATION		
4. TOTAL		

FORM 36

- unlawful arrest--line 1a;
- illegal stop, search, and seizure--line 1b;
- self-incrimination--line 1c.

Next, sum lines 1a-1c and enter the total on line 1d. Enter the total number of police arrests (during the same time period that violations of legal safeguards are tabulated) on line 2.

Finally, divide line 1d by line 2 and enter the result on line 3. Line 3 reflects the degree to which police are following legal procedures in carrying out their investigative and apprehension activities.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in ratio....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in ratio....over the last

   - one year period
   - five year period

   compared to change in the average ratio for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Ratio....compared to the average departmental ratio over the last ten years.

4. External Norm Effectiveness Measure

   Ratio....compared to the average ratio for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.5.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of: 1. Complaints of violation of each type of legal safeguard: a. Unlawful arrest (VAR179)..... _____ b. Illegal stop, search, and seizure (VAR180)..... _____ c. Rights against self-incrimination (VAR181)..... _____ d. Total complaints (sum lines a through c)..... _____ 2. Police arrests (VAR182)..... _____	3. Divide the entry on line 1d by the entry on line 2 and enter the ratio of complaints of violation of legal safeguards to total police arrests. This is the value of E2.5.1a..... [ ]

Form 37

MEASUREMENT SET 2.5.1

MEASURABLE OBJECTIVE 2.5.1

To minimize the number of complaints alleging violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

CORE EFFECTIVENESS MEASURE E2.5.1b

Rate of complaints alleging violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

per 1,000 population.

DATA COLLECTION INFORMATION

Data Source: Prosecutor's notice of procedural challenge

Related Measures: E2.5.1a, E2.5.2a, E2.5.2b, E2.5.2c

Data Availability: Not currently available in most departments

Minimum Study Period: One month (one year, in small agencies)

Data Collection Mode: Continuous

Estimated Cost of Collection: $1,000 (Separate)
$2,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

Objectives 2.5.1 and 2.5.2 both reflect aspects of a department's concern for propriety in criminal investigation and apprehension. This measure, E2.5.1b, relates the level of legal challenges to the size of the jurisdiction.

MEASUREMENT STRATEGY

Data are taken from prosecutors' reports concerning challenges to police investigative procedures.

DATA ELEMENTS

VAR179 - Number of complaints of unlawful arrest during the study period.

VAR180 - Number of complaints of illegal stop, search, and seizure during the study period.

VAR181 - Number of complaints of violation of rights against self-incrimination during the study period.

VAR005 - The current resident population of the jurisdiction.

KEY TERMS

1. Complaints alleging violations of legal safeguards are legal challenges raised by the defense or judge relating to the lawfulness of arrest, search, and interrogation procedures. All challenges, regardless of factual circumstances will be considered complaints, and should be reported by the prosecutor to the police agency on a cooperative basis.

2. Unlawful arrests are violations of departmental, state, or federal prescriptions defining the conditions and methods by which arrests can be made.

3. Illegal stop, search, and seizure refers to acts in conflict with (1) the fourth amendment, (2) the fourteenth amendment, (3) state or federal statutes, or (4) departmental regualtions prescribing the conditions and procedures by which detentions, searches, and seizures can be made.

4. Violations of rights against self-incrimination are acts in conflict with federal, state, or local prescriptions regarding the right of suspects (1) to remain silent, and (2) to have legal counsel during questioning (Miranda).

5. A jurisdiction's current resident population is that established by the latest official (government) survey or estimate.

MEASURE COMPUTATION FORMULA

$$M2.5.1b = \frac{\sum \text{VAR179 thru VAR181}}{.001 \times (\text{VAR005})}$$

To calculate measure E2.5.1b, add up the number of complaints of unlawful arrest (VAR179), illegal stop, search, and seizure (VAR180), and violation of rights against self-incrimination (VAR181), during the study period.

Multiply the resident population of the jurisdiction (VAR005) by .001. Divide the total number of complaints of violation of constitutional safeguards (VAR179 thru VAR181) by the "adjusted" (multiplied) population. The resulting value represents the rate of constitutional safeguards, for the study period.

DATA TABULATION PROCEDURES

For measure E2.5.1b, like E2.5.1a, the data on the number of challenges (complaints) of legal violations should be generated by the prosecutor's office as the challenges arise. As challenges and sustained rulings (verified violations) are referred to the performance measurement unit, a tally should be made in column 1 of the tabulation form. This form makes provision for counting each category of (1) arrest, (2) stop, search, and seizure, and (3) self-incrimination violations. Similarly, sustained rulings should be tallied in column 2.

At the end of the data collection period, tabulated challenges (complaints) and sustained rulings (verified violations) in each of the three categories are totalled, and the sums of these are entered in row 4 of the tabulation form.

USING THE COMPUTATION WORKSHEET

First, transfer the number of each type of complaint of legal violation from column 1 (rows 1-3) of the tabulation form (Form 36) to the following lines of the computation worksheet (Form 38):

- unlawful arrest--line 1a;
- illegal stop, search, and seizure--line 1b;
- self-incrimination--line c.

Sum lines 1a-1c and enter the total on line 1d. Enter the current resident population of the jurisdiction on line 2. Then, multiply line 2 by .001 and enter the result on line 3.

Finally, divide line 1d by the adjusted population on line 3 and enter the result on line 4. Line 4 reflects the degree to which police are following legal procedures in carrying-out their investigative and apprehension activities in relation to the population of the jurisdiction.

PPPM
MEASURES
E2.5.1a
E2.5.1b
E2.5.2a
E2.5.2b
E2.5.2c

PROCEDURAL CHALLENGE TABULATION FORM

LEGAL SAFEGUARD	1. CHALLENGES (COMPLAINTS)	2. SUSTAINED RULINGS (VERIFIED VIOLATIONS)
1. UNLAWFUL ARREST		
2. ILLEGAL STOP, SEARCH AND SECURE		
3. VIOLATION OF RIGHTS AGAINST SELF-INCRIMINATION		
4. TOTAL		

FORM 36

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last

   - one year period
   - five year period

   compared to change in the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

   Rate....compared to the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.5.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total: 1. Number of complaints of violation of each type of legal safeguard: a. Unlawful arrest (VAR179)..... _____ b. Illegal stop, search, and seizure (VAR180)..... _____ c. Right against self-incrimination (VAR181)..... _____ d. Total complaints (sum lines a through c)..... _____ 2. Resident population of the jurisdiction (VAR005)..... _____	3. Enter the resident population of the jurisdiction (line 2) multiplied by .001..... _____ 4. Divide line 1d by line 3, and enter the rate of complaints of violations of legal safeguards, per 1,000 population. This is the value of E2.5.1b..... [ ]

Form 38

MEASUREMENT SET 2.5.2

MEASURABLE OBJECTIVE 2.5.2

To minimize the number of verified violations of constitutional safeguards, such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

CORE EFFECTIVENESS MEASURE E2.5.2a

Ratio of verified violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

to total police arrests.

DATA COLLECTION INFORMATION

Data Source: Prosecutor's notice of procedural challenge

Related Measures: E2.5.1a, E2.5.1b, E2.5.2b, E2.5.2c,

Data Availability: Not currently available in most departments

Minimum Study Period: One month (one year, in small agencies)

Data Collection Mode: Continuous

Estimated Cost of Collection: $1,000 (Separate)
$2,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

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RATIONALE

Objectives 2.5.1 and 2.5.2 both reflect aspects of a department's concern for legality in crime control. While the previous objective dealt exclusively with challenges, however, this objective focuses on sustained rulings of impropriety. Measure E2.5.2a, accordingly, relates the level of sustained rulings to the level of total police arrests.

MEASUREMENT STRATEGY

Data are taken from prosecutors' reports concerning challenges to police investigative procedures.

DATA ELEMENTS

VAR183 - Number of verified instances of unlawful arrest during the study period.

VAR184 - Number of verified instances of illegal stop, search, and seizure during the study period.

VAR185 - Number of verified violations of rights against self-incrimination during study period.

VAR182 - Total number of police arrests during study period.

KEY TERMS

1. Verified (instance of) violations of legal safeguards are legal, procedural challenges that are sustained by the judge, thus indicating that the arrest, search, or interrogation procedure was carried out in an improper manner. Such judicial rulings should be reported to the police agency by the prosecutor on a cooperative basis.

2. Unlawful arrests are violations of departmental, state, or federal prescriptions defining the conditions and methods by which arrests can be made.

3. Illegal stop, search, and seizure refers to acts in conflict with (1) the fourth amendment, (2) the fourteenth amendment, (3) state or federal statutes, or (4) departmental regulations prescribing the conditions and procedures by which detentions, searches, and seizures can be made.

4. Violations of rights against self-incrimination are acts in conflict with federal, state, or local prescriptions regarding the right of suspects (1) to remain silent, and (2) to have legal counsel during questioning (Miranda).

5. Total police arrests refers to the total number of felony and misdemeanor arrests made by the department.

MEASURE COMPUTATION FORMULA

$$E2.5.2a = \frac{\sum \text{VAR183 thru VAR185}}{\text{VAR182}}$$

To calculate measure E2.5.2a, add the number of sustained rulings of unlawful arrest (VAR183), illegal stop, search, and seizure (VAR184), and violation of rights against self-incrimination (VAR185), during the study period.

Divide the total number of verified violations of legal safeguards (VAR183 thru VAR185) by the total number of police arrests during the study period (VAR182). The resulting value represents the ratio of verified violations of legal safeguards to total police arrests, for the study period.

DATA TABULATION PROCEDURES

For measure E2.5.2a, like E2.5.1a and E2.5.1b, the data on the number of sustained rulings (verifications) of legal violations should be generated by the prosecutors' office as the rulings are made. When these verified sustained rulings are reported to the performance measurement unit, a tally should be made in column 2 of the tabulation form. This form makes provision for counting each category of ruling concerning (1) arrest, (2) stop, search, and seizure, and (3) self-incrimination safeguards. Police arrest totals, which are also required for this measure, will be available in the department.

At the end of the data collection period, tabulated verified violations (sustained rulings) are totalled in each of the three categories, and the sume of these entered in row 4 of the tabulation form.

USING THE COMPUTATION WORKSHEET

First, transfer the number of each type of verified violation of legal safeguards from column 3 (rows 1-3) of the tabulation form (Form 36) to the following lines of the computation worksheet (Form 39):

- unlawful arrest--1a;
- illegal stop, search, and seizure--line 1b;
- self-incrimination--line 1c.

Next, sum 1a-1c and enter the total on line 1d. Enter the total number of police arrests (during the same time period that verified violations of legal safeguards are tabulated) on line 2.

Finally, divide line 1d by line 2 and enter the result on line 3. Line 3 reflects the degree to which police are following legal procedures in carrying out their investigative and apprehension activities.

PPPM

MEASURES
E2.5.1a
E2.5.1b
E2.5.2a
E2.5.2b
E2.5.2c

PROCEDURAL CHALLENGE TABULATION FORM

LEGAL SAFEGUARD	1. CHALLENGES (COMPLAINTS)	2. SUSTAINED RULINGS (VERIFIED VIOLATIONS)
1. UNLAWFUL ARREST		
2. ILLEGAL STOP, SEARCH AND SECURE		
3. VIOLATION OF RIGHTS AGAINST SELF-INCRIMINATION		
4. TOTAL		

FORM 36

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in ratio....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in ratio....over the last

   - one year period
   - five year period

   compared to change in the average ratio for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Ratio....compared to the average departmental ratio over last ten years.

4. External Norm Effectiveness Measure

   Ratio....compared the average ratio for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.5.2a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of: 1. Verified violation of each type of legal safeguard: a. Unlawful arrest (VAR183)..... _____ b. Illegal stop, search, and seizure (VAR184)..... _____ c. Rights against self-incrimination (VAR185)..... _____ d. Total verified violations (sum lines a through c)..... _____ 2. Police arrests (VAR182)..... _____	3. Divide line 1d by line 2. Enter the ratio of verified violations of legal safeguards to total police arrests; this is the value of E2.5.2a..... [ ]

Form 39

MEASUREMENT SET 2.5.2

MEASURABLE OBJECTIVE 2.5.2

To minimize the number of verified violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

CORE EFFECTIVENESS MEASURE E2.5.2b

Rate of verified violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination

per 1,000 population.

DATA COLLECTION INFORMATION

Data Source: Prosecutor's notice of procedural challenges

Related Measures: E2.5.1a, E2.5.1b, E2.5.2a, E2.5.2c

Data Availability: Not currently available in most departments

Minimum Study Period: One month (one year, in small agencies)

Data Collection Mode: Continuous

Estimated Cost of Collection: $1,000 (Separate)
$2,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

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RATIONALE

Objectives 2.5.1 and 2.5.2 both reflect aspects of a police department's conformance to legal guidelines in the conduct of its investigations. Here, E2.5.2b relates the level of sustained rulings of procedural violations to the size of the jurisdiction.

MEASUREMENT STRATEGY

Data are taken from prosecutors' reports concerning challenges to police investigative procedures.

DATA ELEMENTS

VAR183 - Number of verified instances of unlawful arrest during the study period.

VAR184 - Number of verified instances of illegal stop, search, and seizure during the study period.

VAR185 - Number of verified violations of rights against self-incrimination during the study period.

VAR005 - The current resident population of the jurisdiction.

KEY TERMS

1. Verified (instances of) violations of legal safeguards are legal challenges to procedures that are sustained by the judge, thus indicating that the arrest, search, or interrogation procedure was carried out in an improper manner. Such judicial rulings should be reported to the police agency by the prosecutor on a cooperative basis.

2. Unlawful arrests are violations of departmental, state, or federal prescriptions defining the conditions and methods by which arrests can be made.

3. Illegal stop, search, and seizure refers to acts in conflict with (1) the fourth amendment, (2) the fourteenth amendment, (3) state or federal statutes, or (4) departmental regulations prescribing the conditions and procedures by which detentions, searches, and seizures can be made.

4. Violations of rights against self-incrimination are acts in conflict with federal, state, or local prescriptions regarding the right of suspects (1) to remain silent, (2) to have legal counsel during questioning (Miranda).

5. A jurisdiction's current resident population is that established by the latest official (government) survey or estimate.

MEASURE COMPUTATION FORMULA

$$E2.5.2b = \frac{\sum \text{VAR183 thru VAR185}}{.001 \times (\text{VAR005})}$$

To calculate measure E2.5.2b, add up the number of sustained rulings of unlawful arrest (VAR183), illegal stop, search, and seizure (VAR184), and violation of rights against self-incrimination (VAR185), during the study period.

Multiply the resident population of the jurisdiction by .001. Divide the total number of verified violations of legal safeguards (VAR183 thru VAR185) by the "adjusted" (multiplied) population. The resulting value represents the rate of verified violations of constitutional safeguards, for the study period.

DATA TABULATION PROCEDURES

For measure E2.5.2b, like E2.5.1a thru E2.5.2a, the required data should be generated by the prosecutors office. As verified violations (sustained rulings) are reported to the performance measurement unit, a tally should be made in column 2 of the tabulation form. This form makes provision for counting each category of (1) arrest, (2) stop, search, and seizure, and (3) self-incrimination rulings.

At the end of the data collection period, tabulated verified violations (sustained rulings) are totalled in each of the three categories, and the sume of these is entered in row 4 of the tabulation form.

USING THE COMPUTATION WORKSHEET

First, transfer the number of each type of verified violation of constitutional safeguards from column 3 (rows 1-3) of the tabulation form (Form 36) to the following lines of the computation worksheet (Form 40):

- unlawful arrest--line 1a;
- illegal stop, search, and seizure--line 1b;
- self-incrimination--line 1c.

Sum lines 1a-1c and enter the total on line 1d. Next, enter the current resident population of the jurisdiction on line 2. Then, multiply line 2 by .001 and enter the result on line 3.

Finally, divide line 1d by the "adjusted" (multiplied) population on line 3 and enter the result on line 4. Line 4 reflects the degree to which police are following legal procedures in carrying out their investigative and apprehension activities in relation to the population of the jurisdiction.

PPPM
MEASURES
E2.5.1a
E2.5.1b
E2.5.2a
E2.5.2b
E2.5.2c

PROCEDURAL CHALLENGE TABULATION FORM

LEGAL SAFEGUARD	1. CHALLENGES (COMPLAINTS)	2. SUSTAINED RULINGS (VERIFIED VIOLATIONS)
1. UNLAWFUL ARREST		
2. ILLEGAL STOP, SEARCH AND SECURE		
3. VIOLATION OF RIGHTS AGAINST SELF-INCRIMINATION		
4. TOTAL		

FORM 36.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over the last

   - one year period
   - five year period

   compared to change in the average rate for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

   Rate....compared to the average rate for all cities of similar population size.

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

PPPM
MEASURE
E2.5.2b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total:	
1. Number of verified violations of each type of legal safeguard:	3. Enter the resident population of the jurisdiction (line 2) multiplied by .001..... _____
a. Unlawful arrest (VAR183)..... _____	4. Divide line 1d by line 3. Enter the rate of verified violations of legal safeguards, per 1,000 population; this is the value of E2.5.2b..... [ ]
b. Illegal stop, search, and seizure (VAR184)..... _____	
c. Right against self-incrimination (VAR185)..... _____	
d. Total verified violations (sum lines a through c)..... _____	
2. Resident population of the jurisdiction (VAR005)..... _____	

Form 40

MEASUREMENT SET 2.5.2

MEASURABLE OBJECTIVE 2.5.2

To minimize the number of verified violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination.

CORE EFFECTIVENESS MEASURE E2.5.2c

Ratio of verified violations of constitutional safeguards such as:

- unlawful arrest
- illegal stop, search, and seizure
- violation of the right against self-incrimination

to complaints of violations of such constitutional safeguards.

DATA COLLECTION INFORMATION

Data Source: Prosecutor's notice of procedural challenge

Related Measures: E2.5.1a, E2.5.1b, E2.5.2a, E2.5.2b

Data Availability: Not currently available in most departments

Minimum Study Period: One month (one year, in small agencies)

Data Collection Mode: Continuous

Estimated Cost of Collection: $1,000 (Separate)
$2,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

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RATIONALE

Objectives 2.5.1 and 2.5.2 both reflect aspects of a police department's concern for propriety in the conduct of its investigations. This measure, E2.5.2c relates the level of sustained rulings of procedural violations to the level of complaints of such violations.

MEASUREMENT STRATEGY

Data are taken from prosecutors' reports concerning challenges to police investigative procedures.

DATA ELEMENTS

VAR179 - Number of complaints of unlawful arrest during the study period.

VAR180 - Number of complaints of illegal stop, search, and seizure during study period.

VAR181 - Number of complaints of violation of rights against self-incrimination during the study period.

VAR183 - Number of verified complaints of unlawful arrest during the study period.

VAR184 - Number of verified complaints of illegal stop, search, and seizure during study period.

VAR185 - Number of verified complaints of violation of rights against self-incrimination during study period.

KEY TERMS

1. Verified (instances of) violations of legal safeguards are legal challenges to procedures that are sustained by the judge, thus indicating that the arrest, search, or interrogation procedure was carried out in an improper manner. Such judicial rulings should be reported to the police agency by the prosecutor on a cooperative basis.

2. Unlawful arrests are violations of departmental, state, or federal prescriptions defining the conditions and methods by which arrests can be made.

3. Illegal stop, search, and seizure refers to acts in conflict with (1) the fourth amendment, (2) the fourteenth amendment, (3) state or federal statutes, or (4) departmental regulations prescribing the conditions and procedures by which detentions, searches, and seizures can be made.

4. Violations of rights against self-incrimination are acts in conflict with federal, state, or local prescriptions regarding the right of suspects (1) to remain silent, and (2) to have legal counsel during questioning (Miranda).

MEASURE COMPUTATION FORMULA

$$E2.5.2c = \frac{\sum \text{VAR183 thru VAR185}}{\sum \text{VAR179 thru VAR181}}$$

To calculate measure E2.5.2c, add up the number of sustained rulings of unlawful arrest (VAR183), illegal stop, search, and seizure (VAR184), and violation of rights against self-incrimination (VAR185), during the study period.

Add the number of complaints of unlawful arrest (VAR179), illegal stop, search, and seizure (VAR180), and violation of rights against self-incrimination (VAR181), during the study period.

Divide the total number of verified violations of legal safeguards (VAR183 thru VAR185) by the total number of complaints of violation of legal safeguards (VAR179 thru VAR181). The resulting value represents the ratio of verified violations of legal safeguards to complaints of such violations, for the study period.

DATA TABULATION PROCEDURES

For measure E2.5.2c as for E2.5.1a thru E2.5.2b, the required data should be generated by the prosecutor's office. As verified violations (sustained rulings) are reported to the performance measurement unit, a tally should be made in column 2 of the tabulation form. This form makes provision for counting each category of (1) arrest, (2) stop, search, and seizure, and (3) self-incrimination rulings.

At the end of the data collection period, tabulated verified violations (sustained rulings) in each of the three categories are totalled, and the sum is entered in row 4 of the tabulation form.

USING THE COMPUTATION WORKSHEET

First, transfer the number of verified violations of legal safeguards from column 3 (rows 1-3) of the tabulation form (Form 36) to the following lines of the computation worksheet (Form 41):

- unlawful arrest--line 1a;
- illegal stop, search, and seizure--line 1b;
- right against self-incrimination--line 1c.

Sum lines 1a-1c and enter the total on line 1d. Then, transfer the number of complaints of violations of legal safeguards from column 1 (rows 1-3) of the tabulation form to the following lines of the computation worksheet:

- unlawful arrest--2a;
- illegal stop, search, and seizure--line 2b;
- right against self-incrimination--line 2c.

Sum lines 2a-2c and enter the total on line 2d.

Finally, divide line 1d by line 2d and enter the result on line 3. Line 3 represents the ratio of verified violations of legal safeguards to complaints of such violations.

PPPM
MEASURES
E2.5.1a
E2.5.1b
E2.5.2a
E2.5.2b
E2.5.2c

PROCEDURAL CHALLENGE TABULATION FORM

LEGAL SAFEGUARD	1. CHALLENGES (COMPLAINTS)	2. SUSTAINED RULINGS (VERIFIED VIOLATIONS)
1. UNLAWFUL ARREST		
2. ILLEGAL STOP, SEARCH AND SECURE		
3. VIOLATION OF RIGHTS AGAINST SELF-INCRIMINATION		
4. TOTAL		

FORM 36

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in ratio....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in ratio....over the last

   - one year period
   - five year period

   compared to change in the average ratio for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Ratio....compared to the average departmental ratio over the last ten years.

4. External Norm Effectiveness Measure

   Ratio....compared to the average ratio for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E2.5.2c

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total number of:	
1. Verified violations of each type of legal safeguard:	3. Divide line 1d by line 2d, and enter the ratio of verified violations of legal safeguards to complaints of such violations. This is the value of E2.5.2c..... [ ]
a. Unlawful arrest (VAR183)..... _____	
b. Illegal stop, search, and seizure (VAR184)..... _____	
c. Right against self-incrimination (VAR185)..... _____	
d. Total verified violations (sum lines a through c)..... _____	
2. Complaints of violation of each type of legal safeguard:	
a. Unlawful arrest (VAR179)..... _____	
b. Illegal stop, search, and seizure (VAR180)..... _____	
c. Right against self-incrimination (VAR181)..... _____	
d. Total complaints (sum lines a through c)..... _____	

Form 41

MEASUREMENT SET 2.6.1

MEASURABLE OBJECTIVE 2.6.1

To maximize the secure detention of persons held in police custody.

CORE EFFECTIVENESS MEASURE E2.6.1

Proportion of prisoners who escape from police custody.

DATA COLLECTION INFORMATION

Data Source: Jail booking log, arrest reports, escape crime reports

Related Measures: E2.6.2

Data Availability: Data generally available at present

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$750 (Cluster)

Directionality: Down

RATIONALE

This objective articulates one goal of prisoner custody. The measure gives an indication of the department's success in maintaining secure custody of prisoners. Escapees are shown as a proportion of all prisoners held in custody.

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MEASUREMENT STRATEGY

The number of escapes is taken from escape reports. Total levels of custody are taken from the jail's booking log or from arrest reports.

DATA ELEMENTS

VAR053 - Number of prisoners who escape from police custody.

VAR054 - Total number of persons held in police custody.

KEY TERMS

1. Police custody is any instance in which the police have lawfully detained an individual. It includes situations where an individual is in transport to jail, between jail and court, or when an individual is held in jail.

2. An escape from police custody occurs when a person held in police custody evades that custody. It includes walkaways from minimum security and failures to return from work release, as well as forceful defiance of custody.

MEASURE COMPUTATION FORMULA

$$E2.6.1 = \frac{VAR053}{VAR054}$$

To calculate measure E2.6.1, divide the number of individuals who escape from police custody (VAR053) by the total

number of individuals held in police custody (VAR054). The resulting value represents the proportion of individuals who escape from police custody.

DATA TABULATION PROCEDURE

Data for this measure are taken from escape crime reports and from arrest reports or the booking log that is maintained at the stationhouse or jail facility.

At the end of the reporting period, all escapes and arrests or bookings should be tallied and transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

After the number of escapes from custody (VAR053) has been tabulated, enter the figure on line 1 of the worksheet. On line 2, enter the total number of persons taken into police custody (VAR054) during the current study period. Finally, divide line 1 by line 2 and enter the result on line 3. Line 3 represents the proportion of individuals who escape from police custody (E2.6.1).

PPPM
MEASURE
E2.6.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of individuals who escape from police custody (VAR053).... _____	3. Divide line 1 by line 2. This figure is the proportion of individuals who escape from police custody; it is the value of measure E2.6.1..... [ ]
2. Enter the total number of persons taken into police custody (VAR054)..... _____	

Form 82

MEASUREMENT SET 2.6.2

MEASURABLE OBJECTIVE 2.6.2

To maximize the personal safety of legal rights to persons held in police custody.

CORE EFFECTIVENESS MEASURE E2.6.2

Proportion of prisoners who suffer injury or death while in police custody, excluding those injuries that result from the legal use of force.

DATA COLLECTION INFORMATION

Data Source: Injury-in-custody reports, arrest reports, jail booking log

Related Measures: E2.6.1

Data Availability: Most data currently available in most departments.

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$750 (Cluster)

Directionality: Down

RATIONALE

This objective articulates another goal of prisoner custody. The measure taps the success of the department in detaining prisoners safely. The level of failures to detain safely is expressed as a fraction of all detentions.

MEASUREMENT STRATEGY

A count is made of the number of reports detailing injury to prisoners held in custody. The total number of persons taken into custody is taken from a count of arrest reports or jail bookings.

DATA ELEMENTS

VAR055 - Number of individuals who suffer death while in police custody, excluding deaths that result from the legal use of force.

VAR056 - Number of individuals who suffer injury other than death while in police custody, excluding injuries that result from the legal use of force.

VAR054 - Total number of persons taken into police custody.

KEY TERMS

1. Police custody is any instance in which the police have lawfully detained an individual. It includes situations where an individual is in transport to jail, between jail and court, or when an individual is held in jail.

2. Suffer death or injury...excluding...the legal use of force. For the purposes of this measure any death of a prisoner will be counted. If an injury is visible on a prisoner's body or if the complaint is taken seriously enough to call for medical assistance, it too, should be counted. The sole exceptions to these rules are death or injury caused by the legal use of force necessary to maintain custody. Since such occasions are not failures of custody, they are not considered for this measure.

MEASURE COMPUTATION FORMULA

$$E2.6.2 = \frac{VAR055 + VAR056}{VAR054}$$

To calculate measure E2.6.2, add together the total number of persons who suffer death (VAR055) or injury (VAR056) from causes other than legal use of force while in police custody. This sum is then divided by the total number of individuals taken into custody (VAR054). The resulting value represents the proportion of prisoners who suffer death or injury from causes other than legal use of force while in police custody.

DATA TABULATION PROCEDURE

Data for this measure are taken from injury-in-custody reports, which are filed with the internal investigations unit. At any time that a person held in police custody is injured to a significant degree, a report should be filed. Significant injuries are those that are visible to the eye or complaints of internal injuries, which by their nature require medical examination.

As a part of the injury-in-custody report (see Form 83) an explanation of the cause of injury should be included.

PPPM
MEASURE
E2.6.2

INJURY-IN-CUSTODY REPORT

DATE _____ CASE NUMBER _____

INJURED PARTY

NAME _____

AGE _____ SEX _____ RACE _____

EXTENT OF INJURY:

- ☐ DEATH
- ☐ CUTS, ABRASIONS, BRUISES
- ☐ DISTENDED LIMB
- ☐ COMPLAINT OF INTERNAL INJURIES
- ☐ SEXUAL ASSAULT
- ☐ OTHER: _____

LOCATION AND CIRCUMSTANCES OF INJURY (BE SPECIFIC): _____

FOR USE BY INVESTIGATING OFFICER:

DATE _____

RESULT OF INVESTIGATION: _____

INVESTIGATOR _____

FORM 83

COMPLETED BY _____

BADGE NUMBER _____

The report narrative should be detailed, so that a determination can be made on the legality of force used. Instances where injuries are precipitated by legal use of force will not be counted as part of the measure, but injuries caused by the prisoner's own carelessness or other inmates should be counted.

At the end of the reporting period (each month) a tally should be made, showing the number of individuals who died (VAR055) or were injured (VAR056) while in custody, excluding those which resulted from the legal use of force.

USING THE COMPUTATION WORKSHEET

As the injuries to persons in custody are counted, they should be entered as follows on the computation worksheet (Form 84):

- Number of injuries--line 1;
- Number of deaths--line 2.

Once the subtotals have been entered they should be added together and entered on line 3. Line 3 represents the total number of individuals who suffer injury or death while in police custody, (excluding of course those that result from the legal use of force).

The computation worksheet then requests the number of individuals taken into police custody, to be entered on line 4.

Finally, the value of effectiveness measure E2.6.2 should be calculated by dividing line 3 by line 4 and entered on line 5. Line 5 represents the proportion of individuals who suffer injury or death while in police custody, excluding those that result from legal use of force.

PPPM
MEASURE
E2.6.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of individuals who suffer death while in police custody, excluding those that result from the legal use of force (VAR055)..... _____ 2. Enter the number of individuals who suffer injury other than death while in police custody, excluding those that result from legal use of force (VAR056)..... _____ 3. Enter the total number of individuals who suffer injury or death while in police custody, (excluding those that result from the legal use of force). (Sum lines 1 and 2)..... _____ 4. Enter the number of individuals taken into police custody (VAR054)..... _____	5. Divide line 3 by line 4. This figure is the proportion of individuals who suffer injury or death while in police custody, excluding those that result from the legal use of force; this is the value of E2.6.2..... [ ]

Form 84

MEASUREMENT SET 2.6.3

MEASURABLE OBJECTIVE 2.6.3

To maximize the extension of legal rights to persons held in police custody.

CORE EFFECTIVENESS MEASURE E2.6.3

Rate of verified violations of the legal rights of prisoners in police custody, per 100 such prisoners.

DATA COLLECTION INFORMATION

Data Source: Internal affairs case records

Related Measures: E5.1.1a, E5.1.1b, E5.1.2a, E5.1.2b

Data Availability: Data currently available (but not assembled) in most departments

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$1,000 (Cluster

Directionality: Down

RATIONALE

This objective articulates another goal for prisoner custody. The measure assesses the department's ability to hold prisoners in custody without violating their legal rights.

MEASUREMENT STRATEGY

Data are taken from a tally of internal affairs case records, conducted on an on-going basis by internal affairs management.

DATA ELEMENTS

VAR057 - Number of verified violations of the legal rights of prisoners in police custody.

VAR054 - Total number of persons taken into police custody.

KEY TERMS

1. Police custody is any instance in which the police have lawfully detained an individual. It includes situations where an individual is in transit to jail, between court and jail, or when an individual is being held in jail.

2. Legal rights include all provisions of local, state and federal law limiting police discretion in the treatment of prisoners, such as the right to counsel, right against self-incrimination, right against illegal search and seizure, and the right against unlawful detention (false arrest).

3. Verified violations of legal rights are formal complaints that have been verified after an internal investigation. Verification need not imply that the accused officer was in fact guilty or culpable, for the breach of propriety. To be counted for this measure, the investigation need only show that the alleged act or action took place, and that it was wrongful.

MEASURE COMPUTATION FORMULA

$$E2.6.3 = \frac{VAR057}{.01 \times (VAR054)}$$

To calculate measure E2.6.3, divide the number of violations of prisoner's legal rights (VAR057) by one hundred the in-custody population (VAR054). The resulting value represents the rate of verified violations of the legal rights of persons in police custody, per 100 such individuals.

DATA TABULATION PROCEDURE

The data required for this measure can be found in most departments' internal affairs (internal investigations) case files and is useful as well in the management of the internal investigations function. In general, police departments prepare a separate internal affairs case report for each claim (complaint) filed. These cases are then logged on a ledger similar to that shown as Form 35.

As each case is given its initial screening, notation of the data and result is made in the "supported by evidence" column. Likewise, similar note should be made in the "verified act violation" column if it is determined that the complaint is verified. For the purpose of this measure, only the "verified act or violation" entries need be counted. Internal affairs clerical staff may do the counting.

Once the number of verified violations has been determined by the internal investigations staff, such data should be submitted to the performance measurement staff to compute the measure. The number of persons taken into police custody is taken from a count of arrest reports or jail bookings, as shown for M4.5.1a.

PPPM

MEASURES
E2.6.3
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

INTERNAL AFFAIRS UNIT
CASE STATUS LOG

CASE NUMBER	NATURE OF COMPLAINT	DATE OF COMPLAINT	CASE STATUS	
			SUPPORTED BY SOME EVIDENCE	VERIFIED ACT OR VIOLATION

CONTINUED

3 OF 7

PPPM
MEASURE
E2.6.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of verified violations of the legal rights of police prisoners (VAR057)..... _____ 2. Enter the number of persons taken into police custody (VAR054)..... _____	3. Multiply line 2 by .001..... _____ 4. Divide line 1 by line 3. This figure represents the rate of verified violations of the legal rights of prisoners in police custody, per 100 such prisoners; it is the value of measure E2.6.3..... [ ]

Form 85

A CAFETERIA OF MEASUREMENT TOOLS

PART III

CONFLICT RESOLUTION

PART III

TOOLS TO MEASURE
CONFLICT RESOLUTION OBJECTIVES

This Part presents the objectives, measures, and other tools for measuring police effectiveness in conflict resolution. These tools are organized into three general categories, representing police success in resolving conflicts between individuals, conflicts between groups, and conflict arising out of purely personal stress or disorganization.

Minimizing Adverse Consequences

While nearly all American police departments respond to calls for conflict resolution, it is not completely clear what a reasonable objective for these activities might be. Some observers hold that police should be judged according to their success as mediators, expecting police to resolve the conflicts to which they are called. Others apply a lesser performance standard, allowing the police to claim success when the parties refrain from physical violence against each other.

Many police departments hold that the stricter standard of complete mediation is unrealistic and unattainable. They do not train, support, or equip their officers to be full family counselors or labor negotiators. They envision, rather, a more limited police role as immediate crisis intervenors. Police response to conflict situations, these departments maintain, should be limited to direct intervention in potentially violent confrontations, for the purpose of defusing tension and thus reducing the chance of violence or other ill effects.

In deference to these considerations, the conflict resolution objectives in each substantive category read, "To minimize deaths, injuries, and criminal consequences..." This goal is operationalized in the measures by the concept of an escalation. An escalation of a conflict occurs whenever there are (a) additional deaths or injuries, (b) increased property damage, or (c) additional criminal acts, after the police arrive on the scene.

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Escalations And Call-Backs

The basic measure for each conflict resolution objective is the proportion of cases resulting in escalation. But because the measurement of this area of police activity is both new and complex, we have created a series of secondary measures, one for each objective, that present another perspective on police success.

The secondary measure is the rate of call-backs; it is the proportion of calls that result in both an escalation and a return call to the same parties within fifteen days. Whereas the first measure (escalations) showed the fraction of cases in which the police failed to suppress adverse consequences, the second presents a level of even more serious failures.[1]

Conflict Resolution Objectives

The objectives and other tools in this Part are organized as follows:

Number	Objective
3.1.1	To minimize...consequences resulting from interpersonal conflict....
3.2.1	To minimize...consequences resulting from conflict between groups....
3.3.1	To minimize...consequences brought about by (personal stress)....

Productivity Measures

Productivity measurement of conflict resolution is not practical under the PPPM system.

---

[1] Not every escalation or call-back can be attributed to bad police work, of course. Many, indeed, occur because the disputants are so deeply entrenched in conflict that no amount of mediation will succeed. It is important to remember the distinction between the evaluation of programs--of departmental procedures and emphasis--and the evaluation of personnel--of the efforts and activities of individual officers who carry out those programs. Performance measurement theory does not imply that some person is at fault when an escalation or call-back occurs; it merely holds that large fluctuations in the escalation and call-back rates can be traced to differences in police resources, training, tactics, and emphasis.

MEASUREMENT SET 3.1.1

MEASURABLE OBJECTIVE 3.1.1

To minimize deaths, injuries, property damage, and criminal consequences resulting from interpersonal conflicts such as:

- domestic disturbances
- landlord/tenant disputes
- neighbor/neighbor disputes
- merchant/customer disputes

subsequent to police intervention.

CORE EFFECTIVENESS MEASURE E3.1.1a

Proportion of inter-personal conflict incidents in which there was an escalation, subsequent to police intervention, including:

- additional deaths or injuries,
- increased property damage, or
- invocation of additional or more significant criminal consequences than would have originally been applied.

DATA COLLECTION INFORMATION

Data Source: Conflict (or miscellaneous) incident reports

Related Measures: E3.1.1b, E3.2.1a, E3.2.1b, E3.3.1a, E3.3.1b

Data Availability: Often available--requires brief report on each conflict incident

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$8,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

The police undoubtedly have some responsibility for controlling the disorder that results from disputes and conflict. Yet, the precise dimensions of that responsibility have never been definitively established. Current professional opinion holds that the police cannot prevent conflicts or disputes, and that accountability must focus on the quality of intervention on the scene. Accordingly, the measurable objectives for conflict resolution concentrate on the extent to which death, injury, property damage, and criminal consequences are minimized after police have arrived at the scene. This objective stresses the reduction of such undesirable consequences; while the present measure, E3.1.1a, reflects the proportion of inter-personal conflicts (disputes between individuals) in which adverse results occur.

MEASUREMENT STRATEGY

Data are taken from incident reports filed after officers complete a conflict intervention. Some departments currently collect all the information required for this measure; others may have to institute new procedures. A sample report form, setting forth only minimum data requirements, is provided.

DATA ELEMENTS

VAR001 - Number of domestic disturbances that result in deaths or injuries.

VAR002 - Number of domestic disturbances where there is increased property damage.

VAR003 - Number of domestic disturbances resulting in the invocation of additional or more significant criminal consequences than would originally have been applied.

VAR004 - Number of landlord/tenant disputes that result in deaths or injuries.

VAR005 - Number of landlord/tenant disputes where there is increased property damage.

VAR006 - Number of landlord/tenant disputes resulting in the invocation of additional or more significant criminal consequences than would originally have been applied.

VAR007 - Number of neighbor/neighbor disputes that result in additional deaths or injuries.

VAR008 - Number of neighbor/neighbor disputes where there is increased property damage.

VAR009 - Number of neighbor/neighbor disputes resulting in the invocation of additional or more significant criminal consequences than would originally have been applied.

VAR010 - Number of merchant/customer disputes that result in additional deaths or injuries.

VAR011 - Number of merchant/customer disputes in which there is increased property damage.

VAR012 - Number of merchant/customer disputes resulting in the invocation of additional or more significant criminal consequences than would originally have been applied.

VAR013 - Number of other inter-personal conflicts that result in additional deaths or injuries.

VAR014 - Number of other inter-personal conflicts where there is increased property damage.

VAR015 - Number of other inter-personal conflicts resulting in invocation of additional or more significant criminal consequences than would originally have been applied.

VAR016 - Total number of inter-personal conflicts in which police intervened.

KEY TERMS

1. An inter-personal conflict incident is a situation in which one person has a dispute with another person, and the police are summoned to de-fuse the situation. In most cases there may not have been an actual crime committed, but rather there is a potential danger that could be avoided through successful intervention.

2. An occurrence subsequent to police intervention is one that takes place after the police have arrived on the scene and begun the process of de-fusing the dispute.

3. An escalation occurs when the situation worsens in some appreciable way:

   a. An additional death or injury is one that occurs subsequent to police intervention and involves a citizen or officer.

   b. Increased property damage is damage that occurs subsequent to police intervention.

   c. Invocation of additional or more significant criminal consequences occurs when the police officer places or increases a criminal charge against a citizen, based on what happened while the officer was at the scene.

MEASURE COMPUTATION FORMULA

$$E3.1.1a = \frac{\sum \text{VAR001 thru VAR015}}{\text{VAR016}}$$

To calculate measure E3.1.1a, add the number of inter-personal conflicts that result in an escalation subsequent to police intervention (VAR001 thru VAR015). Divide this sum by the total number of inter-personal conflicts in which police intervened (VAR016). The resulting value represents the proportion of inter-personal conflicts in which there was an escalation subsequent to police arrival.

DATA TABULATION PROCEDURE

The data source for this measure is a police conflict (or miscellaneous) incident report, filed by the responding officer(s) after each conflict intervention. Many departments currently incorporate such reports into their regular case reporting system; others will have to institute new procedures.

Minimum requirements for a conflict incident report are that it:

a) provide for the classification of the incident as inter-personal, inter-group, or personal stress;

b) indicate whether additional death or injury occurred, increased property damage resulted, or the officer was moved to invoke more serious criminal consequences based on what happened after arrival on the scene;

c) provide sufficient identifying information to permit matching of call-backs (needed for M3.1.1b, M3.1.2b, M3.2.1b).

For an example of such a conflict incident report form see Form 42. Departments may wish to check their present report forms against this illustration or to modify the example to meet their own needs.

Completed conflict incident reports should be sent to the records division for the information to be recorded in a conflict incident log (see Form 43).

Each day's conflict incidents are entered in the conflict incident log. Column 1 is used to record the case number. If the department does not assign case numbers, this space can be left blank; the line number can be used as a case number (the line number should then be entered on the original conflict incident report, to permit later retrieval). Column 2 is used for conflict identifiers, that is, the address of the incident and the surname of the participants. This information is needed to match later incidents for call-backs.

Column 3 (type of conflict) has been sub-divided into two sections. In part (a) the type of conflict is indicated by using brief designations: IP (Inter-personal), IG (Inter-group), or PS (Personal stress). Part (b) of column 3

PPPM
MEASURES
E3.1.1a,b
E3.2.1a,b
E3.3.1a,b

CONFLICT INCIDENT REPORT

DATE OF INCIDENT _____ TIME _____ INCIDENT ADDRESS: _____ APT # _____

I. Subjects and Setting

A. Subject #1: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #2: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #3: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #4: Name_____

B. What type of setting did you respond to:
☐ Public Place (Park, Street, etc.) ☐ Private House/Apt. ☐ Commercial Place ☐ Restaurant/Bar ☐ Other (Explain)_____

C. When you arrived on the scene, what were the subjects doing?
☐ Arguing ☐ Talking quietly ☐ In physical struggle ☐ Other (explain)_____

II. Weapon, Injuries, Property Damage

A. Was anyone injured before you arrived? ☐ No ☐ Yes Which Subject #_____

B. Was any property damaged before you arrived? ☐ No ☐ Yes

III. Type of Dispute

☐ A. Inter-personal Conflict Incident:
[Individual(s) in dispute with other individual(s)]
☐ Domestic
☐ Neighbor/Neighbor
☐ Landlord/Tenant
☐ Merchant/Customer
☐ Other (Explain)_____

For all Domestic Type Disputes, Include:
In all domestic conflict incidents where family members/friends are involved, indicate the relationship between the disputants.
☐ Husband/Wife
☐ Ex-Spouses
☐ Boyfriend/Girlfriend
☐ Parent/Child
☐ Brother(s)/Sister(s)
☐ Other (Explain)_____

☐ B. Inter-group Conflict Incident:
[A group has bonded with a common purpose against another group or organization].
☐ Youth Gangs ☐ Racial Groups ☐ Labor/Management ☐ Other (Explain)_____ ☐ Political Groups ☐ Social Groups

☐ C. Intra-personal Stress or Disorganization Incident:
[Individual exhibiting erratic behavior, representing a potential danger to himself or others].
C(1) What was the subject doing?_____
C(2) What was the cause of this erratic behavior?
☐ Alcoholism ☐ Drug Abuse ☐ Mental Illness ☐ Other (Explain)_____

IV. After Police Intervention

A. Was anyone injured after you arrived? ☐ No ☐ Yes ☐ PO Subject #_____
B. Was any property damaged after you arrived? ☐ No ☐ Yes
C. If additional forms were required to be filled out, what were they?_____
D. After you arrived, did the behavior of the subjects worsen in some appreciable way? ☐ No ☐ Yes
E. If yes, did this escalation make it necessary for you to:
☐ Invoke a criminal charge? Arrest for what charge:_____
☐ Increase the severity of the original charge or make additional charges?
What were additional charges:_____, _____

REPORTING OFFICER _____ ★ _____ UNIT _____

FORM 42 - COURTESY OF CINCINNATI POLICE DIVISION

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT LOG

	1. CASE NUMBER	2. IDENTIFIERS - ADDRESS/PARTICIPANTS	3 TYPE OF CONFLICT a. IP* IG PS	b. SPECIFY SUB-TYPE	4 TYPE OF ESCALATION a. DEATH/INJURY	b. PROPERTY DAMAGE	c. HIGHER CHARGES	d. NONE	5. CALL-BACK a. DATE	b. CASE NUMBER
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										

FORM 43

* KEY - IP = INTERPERSONAL
IG = INTERGROUP
PS = PERSONAL STRESS

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT TABULATION FORM

1. TYPE OF CONFLICT		TYPE OF ESCALATION 2. DEATH/INJURY	3. PROPERTY DAMAGE	4. HIGHER CHARGES	5. NONE	6. CALL-BACK	7. TOTAL
INTER-PERSONAL	a DOMESTIC	(VAR001)	(VAR002)	(VAR003)		(VAR017)	
	b LANDLORD-TENANT	(VAR004)	(VAR005)	(VAR006)		(VAR020)	
	c NEIGHBOR-NEIGHBOR	(VAR007)	(VAR008)	(VAR009)		(VAR023)	
	d MERCHANT CUSTOMER	(VAR010)	(VAR011)	(VAR012)		(VAR026)	
	e OTHER	(VAR013)	(VAR014)	(VAR015)		(VAR029)	
INTER-GROUP	a YOUTH GANGS	(VAR032)	(VAR033)	(VAR034)		(VAR045)	
	b LABOR-MANAGEMENT	(VAR035)	(VAR036)	(VAR037)		(VAR046)	
	c POLITICAL-SOCIAL FACTIONS	(VAR038)	(VAR039)	(VAR040)		(VAR047)	
	d OTHER	(VAR041)	(VAR042)	(VAR043)		(VAR048)	
PERSONAL STRESS	a ALCHOL	(VAR057)	(VAR058)	(VAR059)		(VAR070)	
	b DRUGS	(VAR060)	(VAR061)	(VAR062)		(VAR071)	
	c MENTAL ILLNESS	(VAR063)	(VAR064)	(VAR065)		(VAR072)	
	d OTHER	(VAR066)	(VAR067)	(VAR068)		(VAR073)	
TOTALS							

FORM 44

is for entering the nature of the conflict (or sub-type). For example, E3.1.1a deals with inter-personal conflicts. Sub-types within this category of dispute would be domestic disturbances, landlord/tenant disputes, neighbor/neighbor disputes, and so forth.

Column 4 of the log provides for recording the presence (or absence) of escalation. Three types of escalation are indicated (death or injury, property damage, or increased criminal charges, based on what happened at the scene). Naturally there may not have been an escalation of the incident, in which case column 4d is checked.

Column 5 is included for recording call-backs. The purpose of this column will be discussed in detail under Measures E3.1.1b, E3.2.1b, and E3.3.1b.

Tabulating Conflict Incidents

When the conflict incidents have been logged on Form 43 each line thereon is tallied in the appropriate designated space on the conflict incident tabulation form (see Form 44). At the close of the study period, the tallies of the type of inter-personal conflict by type of escalation on the tabulation form (Form 44) are summed and the totals transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

Transfer the total number of each type of escalation for each type of inter-personal conflict from the tabulation form (Form 44) to the following lines of the computation worksheet (Form 45):

1. Additional deaths or injuries
   - domestic disturbances--line 1a;
   - landlord/tenant disputes--line 1b;
   - neighbor/neighbor disputes--line 1c;
   - merchant/customer disputes--line 1d;
   - other disputes--line 1e.
2. Increased property damage
   - domestic disturbances--line 2a;
   - landlord/tenant disputes--line 2b;

- neighbor/neighbor disputes--line 2c;
- merchant/customer disputes--line 2d;
- other disputes--line 2e.

3. Invocation of additional or more significant criminal consequences

- domestic disturbances--line 3a;
- landlord/tenant disputes--line 3b;
- neighbor/neighbor disputes--line 3c;
- merchant/customer disputes--line 3d;
- other disputes--line 3e.

Sum lines 1a-1e and enter the total on line 1f. Sum lines 2a-2e and enter the total on line 2f. Sum lines 3a-3e and enter the total on line 3f.

Sum lines 1f, 2f, and 3f and enter the total on line 4. Line 4 represents the total number of inter-personal conflict incidents during which there was an escalation following police intervention.

Enter the total number of inter-personal conflict incidents responded to by the police (regardless of whether or not there was an escalation) on line 5.

Finally, divide line 4 by line 5 and enter the result on line 6. Line 6 represents the proportion of inter-personal conflict incidents in which there was an escalation subsequent to police intervention.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

Change in proportion....over the last

- one year period
- five year period.

2. External Trend Effectiveness Measure

Change in proportion....over the last

- one year period
- five year period

compared to change in the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over the last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Proportion....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E3.1.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Incidents of additional deaths or injuries subsequent to police intervention, and resulting from:

   a. Domestic disturbances (VAR001)..... _____
   b. Landlord/tenant disputes (VAR004)..... _____
   c. Neighbor/neighbor disputes (VAR007)..... _____
   d. Merchant/customer disputes (VAR010)..... _____
   e. Other disputes (VAR013)..... _____
   f. Total incidents of additional deaths or injuries (sum lines a through e)..... _____

2. Incidents of increased property damage subsequent to police intervention, and resulting from:

   a. Domestic disturbances (VAR002)..... _____
   b. Landlord/tenant disputes (VAR005)..... _____
   c. Neighbor/neighbor disputes (VAR008)..... _____
   d. Merchant/customer disputes (VAR011)..... _____
   e. Other disputes (VAR014)..... _____
   f. Total incidents of increased property damage (sum lines a through e)..... _____

3. Incidents where there was invocation of additional or more significant criminal consequences subsequent to police intervention, and resulting from:

   a. Domestic disturbances (VAR003)..... _____
   b. Landlord/tenant disputes (VAR006)..... _____
   c. Neighbor/neighbor disputes (VAR009)..... _____
   d. Merchant/customer disputes (VAR012)..... _____
   e. Other disputes (VAR015)..... _____
   f. Total incidents of increased criminal consequences (sum lines a through e)..... _____

SUMMARY OF DATA ELEMENTS (CONT'D)

4. Inter-personal conflict incidents in which there was an escalation subsequent to police intervention (sum lines 1f, 2f, and 3f)..... _____

5. Inter-personal conflicts to which police responded without regard to whether there was an escalation of the incident (VAR016)..... _____

COMPUTATION PROCEDURE

6. Enter the proportion of inter-personal conflict incidents in which there was an escalation subsequent to police intervention (divide the entry on line 4 by the entry on line 5); this is the value of E3.1.1a..... [ ]

Form 45

MEASUREMENT SET 3.1.1

MEASURABLE OBJECTIVE 3.1.1

To minimize deaths, injuries, property damage and criminal consequences resulting from inter-personal conflicts such as:

- domestic disturbances
- landlord/tenant disputes
- neighbor/neighbor disputes
- merchant/customer disputes

subsequent to police intervention.

CORE EFFECTIVENESS MEASURE E3.1.1b

Proportion of inter-personal conflict incidents in which there was an escalation, subsequent to police intervention, including:

- additional deaths or injuries,
- increased property damage, or
- invocation of additional or more significant criminal consequences than would have originally been applied

and which required another police intervention within 15 days.

DATA COLLECTION INFORMATION

Data Source: Conflict (or miscellaneous) incident reports

Related Measures: E3.1.1a, E3.2.1a, E3.2.1b, E3.3.1a, E3.3.1b

Data Availability: Often available--requires brief report on each conflict incident

Minimum Study Period: One month

Data Collection Mode: Continuous

Preceding page blank

Estimated Cost of Collection: $2,000 (Separate)
$8,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

As noted, current professional opinion holds that police can be held to account only for minimizing adverse consequences of inter-personal conflicts. This objective articulates that goal and adds the further goal that such conflicts be de-fused permanently. The measure (M3.1.2) imposes a stringent test of police success by considering both what happens at the scene and what happens (whether there is a call-back) in the subsequent fifteen days.

MEASUREMENT STRATEGY

Data are taken from incident reports filed after officers complete a conflict intervention.

DATA ELEMENTS

VAR017 - Number of domestic disturbance incidents that resulted in an escalation and which required another police intervention within 15 days.

VAR018 - Number of landlord/tenant disputes that resulted in an escalation and which required another police intervention within 15 days.

VAR019 - Number of neighbor/neighbor disputes that resulted in an escalation and which required another police intervention within 15 days.

VAR020 - Number of merchant/customer disputes that resulted in any escalation and which required another police intervention within 15 days.

VAR021 - Number of other inter-personal conflicts in which police intervened (without regard to whether there was an escalation.

VAR016 - Total number of inter-personal conflicts in which police intervened (without regard to whether there was an escalation).

KEY TERMS

1. An inter-personal conflict incident is a situation in which one person has a dispute with another person, and the police are summoned to de-fuse the situation. In most cases there may not have been an actual crime committed, but rather there is a potential danger that could be avoided through successful intervention.

2. An occurrence subsequent to police intervention is one that takes place after the police have arrived on the scene and begun the process of de-fusing the dispute.

3. An escalation occurs when the situation worsens in some appreciable way:

   a. An additional death or injury is one that occurs to either a citizen or an officer subsequent to police intervention.

   b. Increased property damage is damage that occurs subsequent to police intervention.

   c. Invocation of additional or more significant criminal consequences occurs when the police officer makes a decision to place or increase a criminal charge against a citizen, based on what happened while the police officer was at the scene.

4. A situation which requires another police intervention within 15 days is one where the police are called back to a previous conflict incident within a 15 day period.

MEASURE COMPUTATION FORMULA

$$E3.1.1b = \frac{\sum \text{VAR017 thru VAR021}}{\text{VAR016}}$$

To calculate measure E3.1.1b, add up the number of inter-personal conflicts where there was an escalation, and another police intervention was required within 15 days (VAR017 to VAR021). Divide this sum by the total number inter-personal conflicts in which the police intervened (VAR016). The resulting value represents the proportion of inter-personal conflicts involving escalation of the original incident that required another police intervention within 15 days.

DATA TABULATION PROCEDURE

The data source for measure E3.1.1b, like E3.1.1a, is a police conflict incident report, filed by the responding officer(s) after each conflict intervention. A detailed explanation and example of what such a report should contain is set out in measure M3.1.1a.

Detailed procedures for processing, logging, and tabulating conflict incident reports are given in the instructions for E3.1.1a. It makes little sense to collect data for this measure without also collecting that one, so the analyst is referred to the prior instruction for reference. These instructions will explain merely how to determine and count call-backs.

As each incident is prepared for entry on the conflict incident log, incidents in the previous 15 days must be scanned for cases involving the same parties at approximately the same address. If such a match is identified, and if the previous incident involved an escalation (that is, if columns 4a, 4b, or 4c are checked), then the current case should be entered in the call-back column (column 5), and not as a separate line. If there is no match of identifiers, or if the previous case did not involve escalation, the current case should be entered as a separate line.

PPPM
MEASURES
E3.1.1a, b
E3.2.1a, b
E3.3.1a, b

CONFLICT INCIDENT REPORT

DATE OF INCIDENT _____ TIME _____ INCIDENT ADDRESS: _____ APT.# _____

I. Subjects and Setting

A. Subject #1: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #2: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #3: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #4: Name_____ Sex_____ Race_____ Approx. Age_____

B. What type of setting did you respond to: ☐ Private House/Apt. ☐ Restaurant/Bar ☐ Public Place (Park, Street, etc.) ☐ Commercial Place ☐ Other (Explain)_____

C. When you arrived on the scene, what were the subjects doing? ☐ In physical struggle ☐ Arguing ☐ Talking quietly ☐ Other (explain)_____

II. Weapon, Injuries, Property Damage

A. Was anyone injured before you arrived? ☐ No ☐ Yes Which Subject #_____

B. Was any property damaged before you arrived? ☐ No ☐ Yes

III. Type of Dispute

☐ A. Inter-personal Conflict Incident:
[Individual(s) in dispute with other individual(s)]

For all Domestic Type Disputes, Include:
☐ Domestic
☐ Neighbor/Neighbor
☐ Landlord/Tenant
☐ Merchant/Customer
☐ Other (Explain)_____

In all domestic conflict incidents where family members/friends are involved, indicate the relationship between the disputants.
☐ Husband/Wife
☐ Ex-Spouses
☐ Boyfriend/Girlfriend
☐ Parent/Child
☐ Brother(s)/Sister(s)
☐ Other (Explain)_____

☐ B. Inter-group Conflict Incident:
[A group has bonded with a common purpose against another group or organization].
☐ Youth Gangs ☐ Labor/Management ☐ Political Groups ☐ Social Groups
☐ Racial Groups ☐ Other (Explain)_____

☐ C. Intra-personal Stress or Disorganization Incident:
[Individual exhibiting erratic behavior, representing a potential danger to himself or others].

C(1) What was the subject doing?_____

C(2) What was the cause of this erratic behavior?
☐ Alcoholism ☐ Drug Abuse ☐ Mental Illness
☐ Other (Explain)_____

IV. After Police Intervention

A. Was anyone injured after you arrived? ☐ No ☐ Yes ☐ PO Subject #_____

B. Was any property damaged after you arrived? ☐ No ☐ Yes

C. If additional forms were required to be filled out, what were they?_____

D. After you arrived, did the behavior of the subjects worsen in some appreciable way? ☐ No ☐ Yes

E. If yes, did this escalation make it necessary for you to:
☐ Invoke a criminal charge? Arrest for what charge:_____
☐ Increase the severity of the original charge or make additional charges?
What were additional charges:_____, _____

REPORTING OFFICER _____ ★ _____ UNIT _____

FORM 42 - COURTESY OF CINCINNATI POLICE DIVISION

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT LOG

	1. CASE NUMBER	2. IDENTIFIERS: ADDRESS/PARTICIPANTS	3. TYPE OF CONFLICT		4. TYPE OF ESCALATION				5. CALL-BACK	
			a. IP*/IG/PS	b. SPECIFY SUB-TYPE	a. DEATH/INJURY	b. PROPERTY DAMAGE	c. HIGHER CHARGES	d. NONE	a. DATE	b. CASE NUMBER
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
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18										
19										
20										

FORM 43

* KEY – IP = INTERPERSONAL
IG = INTERGROUP
PS = PERSONAL STRESS

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT TABULATION FORM

	1. TYPE OF CONFLICT	2. DEATH/INJURY	3. PROPERTY DAMAGE	4. HIGHER CHARGES	5. NONE	6. CALL-BACK	7. TOTAL
INTERPERSONAL	a. DOMESTIC	(VAR001)	(VAR002)	(VAR003)		(VAR017)	
	b. LANDLORD-TENANT	(VAR004)	(VAR005)	(VAR006)		(VAR020)	
	c. NEIGHBOR-NEIGHBOR	(VAR007)	(VAR008)	(VAR009)		(VAR023)	
	d. MERCHANT CUSTOMER	(VAR010)	(VAR011)	(VAR012)		(VAR026)	
	e. OTHER	(VAR013)	(VAR014)	(VAR015)		(VAR029)	
INTERGROUP	a. YOUTH GANGS	(VAR032)	(VAR033)	(VAR034)		(VAR045)	
	b. LABOR-MANAGEMENT	(VAR035)	(VAR036)	(VAR037)		(VAR046)	
	c. POLITICAL-SOCIAL FACTIONS	(VAR038)	(VAR039)	(VAR040)		(VAR047)	
	d. OTHER	(VAR041)	(VAR042)	(VAR043)		(VAR048)	
PERSONAL STRESS	a. ALCHOL	(VAR057)	(VAR058)	(VAR059)		(VAR070)	
	b. DRUGS	(VAR060)	(VAR061)	(VAR062)		(VAR071)	
	c. MENTAL ILLNESS	(VAR063)	(VAR064)	(VAR065)		(VAR072)	
	d. OTHER	(VAR066)	(VAR067)	(VAR068)		(VAR073)	
TOTALS							

FORM 44

After all the call-backs have been entered on the conflict incident log (Form 43), a tally is made (in conjunction with E3.1.1a) of each of the specific types of inter-personal conflict incidents that escalated and resulted in a call-back. (Note that call-backs are not recorded under this procedure unless the first incident involved escalation.) When the tallies are completed, they are summed and the totals transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

Transfer the number of incidents for each type of inter-personal conflict that resulted in an escalation and which required another police intervention within 15 days from the tabulation form (Form 44) to the following of the computation worksheet (Form 46):

Incidents resulting in an escalation, and requiring another intervention

- domestic disturbances--line 1a;
- landlord/tenant disputes--line 1b;
- neighbor/neighbor disputes--line 1c;
- merchant/customer disputes--line 1d;
- other disputes--line 1e.

Sum lines 1a-1e and enter the total on line 1f. Line 1f represents the total number of inter-personal conflict incidents in which there was an escalation, and which required another intervention within 15 days.

Enter the total number of inter-personal conflict incidents in which the police intervened on line 2.

Finally, divide line 1f by line 2 and enter the result on line 3. Line 3 represents the proportion of all inter-personal conflict incidents that resulted in escalation, and which required another police intervention within 15 days.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness

   Proportion...compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E3.1.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total number of inter-personal conflict incidents that resulted in an escalation, and which required another police intervention within 15 days: a. Domestic disturbances (VAR017).... _____ b. Landlord/tenant disputes (VAR018). _____ c. Neighbor/neighbor disputes (VAR019)..... _____ d. Merchant/customer disputes (VAR020)..... _____ e. Other disputes (VAR021)..... _____ f. Total such incidents (sum lines a through e)..... _____ 2. Enter the total number of inter-personal conflicts to which police responded, without regard to whether there was an escalation (VAR016)..... _____	3. Divide line 1f by line 2, and enter the proportion of inter-personal conflict incidents in which there was an escalation, and which required another intervention within 15 days. This is the value of E3.1.1b..... [ ]

Form 46

MEASUREMENT SET 3.2.1

MEASURABLE OBJECTIVE 3.2.1

To minimize deaths, injuries, property damage, and criminal consequences resulting from conflict between groups, such as:

- youth gangs
- labor and management groups
- political or social factions

subsequent to police intervention.

CORE EFFECTIVENESS MEASURE E3.2.1a

Proportion of inter-group conflict incidents in which there was an escalation, subsequent to police intervention, including:

- additional deaths or injuries,
- increased property damage, or
- invocation of additional or more significant criminal consequences than would have originally been applied.

DATA COLLECTION INFORMATION

Data Source: Conflict (or miscellaneous) incident reports

Related Measures: E3.1.1a, E3.1.1b, E3.2.1b, E3.3.1a, E3.3.1b

Data Availability: Often available--requires brief report on each conflict incident

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$8,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

A second type of conflict that police are often asked to resolve is what occurs when two or more factions, groups of people banded together with a common purpose, square off to settle scores by confrontation. As with inter-personal conflicts, police objectives here are generally limited to effective management of the crisis, rather than prevention or ultimate adjudication. This measure gauges the success of police efforts by calculating the proportion of such cases that worsen.

MEASUREMENT STRATEGY

Data are taken from incident reports filed after officers complete a conflict intervention.

DATA ELEMENTS

VAR032 - Number of conflicts involving youth gangs, resulting in additional deaths or injuries.

VAR033 - Number of conflicts involving youth gangs, resulting in increased property damage.

VAR034 - Number of conflicts involving youth gangs, resulting in an invocation of additional or more significant criminal consequences than would originally have been applied.

VAR035 - Number of conflicts involving labor and management groups, resulting in additional deaths or injuries.

VAR036 - Number of conflicts involving labor and management groups, resulting in increased property damage.

VAR037 - Number of conflicts involving labor and management groups, resulting in invocation of additional or more significant criminal consequences than would have originally been applied.

VAR038 - Number of conflicts involving political or social factions, resulting in additional deaths or injuries.

VAR039 - Number of conflicts involving political or social factions, resulting in increased property damage.

VAR040 - Number of conflicts involving political or social factions, resulting in invocation of additional or more significant criminal consequences than would originally have been applied.

VAR041 - Number of all other conflicts resulting in additional deaths or injuries.

VAR042 - Number of all other conflicts resulting in increased property damage.

VAR043 - Number of all other conflicts resulting in invocation of additional or more significant criminal consequences than would originally have been applied.

VAR044 - Total number of all intergroup conflict incidents in which the police intervened (without regard to whether there was an escalation).

KEY TERMS

1. An inter-group conflict incident is a situation in which a group of people has banded together with a common purpose (such as a labor union concerned about salaries and working conditions, or a political faction concerned about public issues), and they sustain an encounter with another group of people, resulting in a dispute. Inter-group conflict incidents focus on situations where the police are required to deal with disputes involving organized group behavior, as opposed to disagreements that may occur between individuals.

2. An occurrence subsequent to police intervention is one that takes place after the police have arrived on the scene and begun the process of de-fusing the dispute.

3. An escalation occurs when the situation worsens in some appreciable way:

a. An additional death or injury is one that occurs to either a citizen or an officer subsequent to police intervention.

b. Increased property damage is damage that occurs subsequent to police intervention.

c. Invocation of additional or more significant criminal consequences occur when the police officer places or increases a criminal charge against a citizen, based on what happened while the police officer was at the scene.

MEASURE COMPUTATION FORMULA

$$E3.2.1a = \frac{\sum \text{VAR032 thru VAR043}}{\text{VAR044}}$$

To calculate measure E3.2.1a, add the number of inter-group conflicts that result in an escalation (VAR032 to VAR043). Divide this sum by the total number of occurrences of inter-group conflict to which the police responded (VAR044). The resulting value represents the proportion of inter-group conflicts in which there was an escalation subsequent to police arrival.

DATA TABULATION PROCEDURE

The data source for this measure is a police conflict (or miscellaneous) incident report, filed by the responding officer(s) after each conflict intervention. Many departments currently incorporate such reports into their regular

case reporting system; others will have to institute new procedures.

Minimum requirements for a conflict incident report are that it:

a) provide for the classification of the incident as inter-personal, inter-group, or personal stress;

b) indicate whether additional death or injury occurred, increased property damage resulted, or the officer was moved to invoke more serious criminal consequences based on what happened after arrival on the scene;

c) provide sufficient identifying information to permit matching of call-backs (needed for E3.1.1b, E3.2.1b, E3.3.1b).

For an example of such a conflict incident report form, see Form 42. Departments may wish to check their present report forms against this illustration or to modify the example to meet their own needs.

Completed conflict incident reports should be sent to the records division for the information to be recorded in a conflict incident log (see Form 43).

Each day's conflict incidents are entered in the conflict incident log. Column 1 is used to record the case number. If the department does not assign case numbers, this space can be left blank; the line number can be used as a case number (the line number should then be entered on the original conflict incident report, to permit later retrieval). Column 2 is used for conflict identifiers, that is the address of the incident and the names of the groups in conflict. This information is needed to match later incidents for call-backs.

Column 3 (type of conflict) has been sub-divided into two sections. In part (a) the type of conflict is indicated by using brief designations: IP (Inter-personal), IG (Inter-group, or PS (Personal stress). Part (b) of column 3 is for entering the specification of the nature of the conflict (or sub-type). For example, E3.2.1a deals with inter-group conflicts. Sub-types within this category of dispute would be youth gangs, labor/management groups, and political and/or social factions.

PPPM

MEASURES
E3.1.1a, b
E3.2.1a, b
E3.3.1a, b

CONFLICT INCIDENT REPORT

DATE OF INCIDENT _____ TIME _____ INCIDENT ADDRESS: _____ APT. # _____

I. Subjects and Setting

A. Subject #1: Name_____ Sex_____ Race_____ Approx. Age_____

Subject #2: Name_____ Sex_____ Race_____ Approx. Age_____

Subject #3: Name_____ Sex_____ Race_____ Approx. Age_____

Subject #4: Name_____ Sex_____ Race_____ Approx. Age_____

B. What type of setting did you respond to: ☐ Private House/Apt. ☐ Restaurant/Bar ☐ Public Place (Park, Street, etc.) ☐ Commercial Place ☐ Other (Explain)_____

C. When you arrived on the scene, what were the subjects doing? ☐ In physical struggle ☐ Arguing ☐ Talking quietly ☐ Other (explain)_____

II. Weapon, Injuries, Property Damage

A. Was anyone injured before you arrived? ☐ No ☐ Yes Which Subject #_____

B. Was any property damaged before you arrived? ☐ No ☐ Yes

III. Type of Dispute

☐ A. Inter-personal Conflict Incident:
[Individual(s) in dispute with other individual(s)]

For all Domestic type Disputes, Include:

☐ Domestic
☐ Neighbor/Neighbor
☐ Landlord/Tenant
☐ Merchant/Customer
☐ Other (Explain)_____

In all domestic conflict incidents where family members/friends are involved, indicate the relationship between the disputants.

☐ Husband/Wife
☐ Ex-Spouses
☐ Boyfriend/Girlfriend
☐ Parent/Child
☐ Brother(s)/Sister(s)
☐ Other (Explain)_____

☐ B. Inter-group Conflict Incident:
[A group has bonded with a common purpose against another group or organization].

☐ Youth Gangs ☐ Labor/Management ☐ Political Groups ☐ Social Groups
☐ Racial Groups ☐ Other (Explain)_____

☐ C. Intra-personal Stress or Disorganization Incident:
[Individual exhibiting erratic behavior, representing a potential danger to himself or others].

C(1) What was the subject doing?_____

C(2) What was the cause of this erratic behavior?

☐ Alcoholism ☐ Drug Abuse ☐ Mental Illness
☐ Other (Explain)_____

IV. After Police Intervention

A. Was anyone injured after you arrived? ☐ No ☐ Yes ☐ PO Subject #_____

B. Was any property damaged after you arrived? ☐ No ☐ Yes

C. If additional forms were required to be filled out, what were they?_____

D. After you arrived, did the behavior of the subjects worsen in some appreciable way? ☐ No ☐ Yes

E. If yes, did this escalation make it necessary for you to:
☐ Invoke a criminal charge? Arrest for what charge:_____
☐ Increase the severity of the original charge or make additional charges?
What were additional charges:_____, _____

REPORTING OFFICER _____ ★ _____ UNIT _____

FORM 42 - COURTESY OF CINCINNATI POLICE DIVISION

PPPM

MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT LOG

	1. CASE NUMBER	2. IDENTIFIERS: ADDRESS/PARTICIPANTS	3. TYPE OF CONFLICT		4. TYPE OF ESCALATION				5. CALL-BACK	
			a. IP* IG PS	b. SPECIFY SUB-TYPE	a. DEATH/INJURY	b. PROPERTY DAMAGE	c. HIGHER CHARGES	d. NONE	a. DATE	b. CASE NUMBER
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
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16										
17										
18										
19										
20										

FORM 43

* KEY - IP = INTERPERSONAL
IG = INTERGROUP
PS = PERSONAL STRESS

Column 4 of the log provides for recording the presence (or absence) of escalation of the incident. Three types of escalation are indicated (death or injury, property damage, or increased criminal charges based on what happened at the scene). Naturally there may not have been an escalation of the incident, in which case column 4d is checked.

Column 5 is included for recording call-backs. The purpose of this column is discussed in detail under measures E3.1.1b, E3.2.1b, and E3.3.1b.

Tabulating Conflict Incidents

When the conflict incidents have been logged on Form 43 each line thereon is tallied in the appropriate designated space on the conflict incident tabulation form (see Form 44). At the close of the study period, the tallies of the type of inter-group conflict by type of escalation are summed and the totals transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

Transfer the total number of each type of escalation for each type of inter-group conflictfrom the tabulation form (Form 44) to the following of the computation worksheet (Form 47):

1. Additional deaths or injuries
   - youth gang conflicts--line 1a;
   - labor management disputes--line 1b;
   - social or political factions in conflict--line 1c;
   - other inter-group conflicts--line 1d.

2. Increased property damage
   - youth gang conflicts--line 2a;
   - labor management disputes--line 2b;
   - social or political factions in conflict--2c;
   - other inter-group conflicts--line 2d.

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT TABULATION FORM

1.	TYPE OF CONFLICT	TYPE OF ESCALATION 2. DEATH/INJURY	3. PROPERTY DAMAGE	4. HIGHER CHARGES	5. N.O.N.E.	6. CALL-BACK	7. TOTAL
INTER-PERSONAL	a. DOMESTIC	(VAR001)	(VAR002)	(VAR003)		(VAR017)	
	b. LANDLORD-TENANT	(VAR004)	(VAR005)	(VAR006)		(VAR020)	
	c. NEIGHBOR-NEIGHBOR	(VAR007)	(VAR008)	(VAR009)		(VAR023)	
	d. MERCHANT CUSTOMER	(VAR010)	(VAR011)	(VAR012)		(VAR026)	
	e. OTHER	(VAR013)	(VAR014)	(VAR015)		(VAR029)	
INTER-GROUP	a. YOUTH GANGS	(VAR032)	(VAR033)	(VAR034)		(VAR045)	
	b. LABOR-MANAGEMENT	(VAR035)	(VAR036)	(VAR037)		(VAR046)	
	c. POLITICAL-SOCIAL FACTIONS	(VAR038)	(VAR039)	(VAR040)		(VAR047)	
	d. OTHER	(VAR041)	(VAR042)	(VAR043)		(VAR048)	
PERSONAL STRESS	a. ALCHOL	(VAR057)	(VAR058)	(VAR059)		(VAR070)	
	b. DRUGS	(VAR060)	(VAR061)	(VAR062)		(VAR071)	
	c. MENTAL ILLNESS	(VAR063)	(VAR064)	(VAR065)		(VAR072)	
	d. OTHER	(VAR066)	(VAR067)	(VAR068)		(VAR073)	
TOTALS							

FORM 44

3. Invocation of additional or more significant criminal consequences

- youth gang conflicts--line 3a;
- labor management disputes--line 3b;
- social or political factions in conflict--line 3c;
- other inter-group conflicts--line 3d.

Sum lines 1a-1d and enter the total on line 1e. Sum lines 2a-2d and enter the total on line 2e. Sum lines 3a-3d and enter the total on line 3e.

Sum lines 1e, 2e, and 3e and enter the total on line 4. Line 4 represents the total number of inter-group conflict incidents in which there was an escalation following police intervention.

Enter the total number of inter-group conflict incidents responded to by the police (regardless of whether or not there was an escalation) on line 5.

Finally, divide line 4 by line 5 and enter the result on line 6. Line 6 represents the proportion of inter-group conflict incidents in which there was an escalation subsequent to police intervention.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

Change in proportion....over the last

- one year period
- five year period.

2. External Trend Effectiveness Measure

Change in proportion....over the last

- one year period
- five year period

compared to change in the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over the last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Proportion....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E3.2.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Incidents of additional deaths or injuries, subsequent to police intervention, resulting from:

   a. Youth gang conflicts (VAR032)..... _____
   b. Labor management disputes (VAR035)..... _____
   c. Political and/or social factions (VAR038)..... _____
   d. Other inter-group conflicts (VAR041)..... _____
   e. Total incidents of additional deaths or injuries (sum lines a through d)..... _____

2. Incidents of increased property damage, subsequent to police intervention, resulting from:

   a. Youth gang conflicts (VAR033)..... _____
   b. Labor management disputes (VAR036)..... _____
   c. Political and/or social factions (VAR039)..... _____
   d. Other inter-group conflicts (VAR042)..... _____
   e. Total incidents of increased property damage (sum lines a through d)..... _____

3. Incidents where there was invocation of additional or more significant criminal consequences, subsequent to police intervention, resulting from:

   a. Youth gang conflicts (VAR034)..... _____
   b. Labor management disputes (VAR037)..... _____
   c. Political and/or social factions (VAR040)..... _____
   d. Other inter-group conflicts (VAR043)..... _____
   e. Total incidents of increased criminal consequences (sum lines a through d)..... _____

4. Inter-group conflict incidents in which there was an escalation subsequent to police intervention (sum lines 1e, 2e, and 3e)..... _____

SUMMARY OF DATA ELEMENTS (CONT'D)

5. Inter-group conflicts to which the police responded, without regard to whether there was an escalation (VAR044)..... _____

COMPUTATION PROCEDURE

6. Divide the entry on line 4 by the entry on line 5, and enter the proportion of inter-group conflict incidents in which there was an escalation subsequent to police intervention. This is the value of E3.2.1a..... [ ]

Form 47

MEASUREMENT SET 3.2.1

MEASURABLE OBJECTIVE 3.2.1

To minimize deaths, injuries, property damage, and criminal consequences resulting from conflict between groups, such as:

- youth gangs
- labor and management groups
- political or social factions

subsequent to police intervention.

CORE EFFECTIVENESS MEASURE E3.2.1b

Proportion of inter-group conflict incidents in which there was an escalation, subsequent to police intervention, resulting in:

- additional deaths or injuries,
- increased property damage, or
- invocation of additional or more significant criminal consequences than would have originally been applied

and which required another police intervention within 15 days.

DATA COLLECTION INFORMATION

Data Source: Conflict (or miscellaneous) incident reports

Related Measures: E3.1.1a, E3.1.1b, E3.2.1a, E3.3.1a, E3.3.1b

Data Availability: Often available--requires brief report on each conflict incident

Minimum Study Period: One month

Data Collection Mode: Continuous

Preceding page blank

Estimated Cost of Collection: $2,000 (Separate)
$8,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

This objective expresses the police goal of minimizing the adverse consequences of conflicts between groups, on a permanent basis. The measure (E3.2.1b) imposes a stringent test of police success by considering both what happens at the scene and what happens (whether there is a call-back) in the subsequent fifteen days.

MEASUREMENT STRATEGY

Data are taken from incident reports filed after officers complete a conflict intervention.

DATA ELEMENTS

VAR045 - Number of conflicts involving youth gangs that resulted in an escalation and which required another police intervention within 15 days.

VAR046 - Number of conflicts involving labor and management groups that resulted in an escalation and which required another police intervention within 15 days.

VAR047 - Number of conflicts involving political or social factions that resulted in an escalation and which required another police intervention within 15 days.

VAR048 - Number of conflicts involving other inter-group conflicts that resulted in an escalation and which required another police intervention within 15 days.

VAR044 - Total number of all inter-group conflict incidents in which police intervened (without regard to escalation or call-back).

KEY TERMS

1. An inter-group conflict incident is a situation in which a group of people has banded together with a common purpose (such as labor groups concerned about salaries and working conditions, or a political faction concerned about public issues), and they sustain an encounter with another group that results in a dispute. Inter-group conflict incidents focus on situations where the police are required to deal with disputes involving organized group behavior as opposed to disagreements that might occur between individuals.

2. An escalation occurs when the situation worsens in some appreciable way:

   a. An additional death or injury is one that to either a citizen or an officer subsequent to police intervention.

   b. Increased property damage is damage that occurs subsequent to police intervention.

   c. Invocation of additional or more significant criminal consequences occur when the police officer places or increases a criminal charge against a citizen, based on what happened while the police officer was at the scene.

3. A situation which requires another police intervention within 15 days is one where the police are called back to a previous conflict incident within a 15 day period.

MEASURE COMPUTATION FORMULA

$$E3.2.1b = \frac{VAR045 \text{ thru } VAR048}{VAR044}$$

To calculate measure E3.2.1b, add the number of inter-group conflict incidents (of each kind) where there was an escalation, and which required another police intervention within 15 days (VAR045 thru VAR048). Divide this sum by the total number of inter-group conflicts in which the police intervened (VAR044). The resulting value represents the proportion of inter-group conflicts involving escalation of the original incident that required another police intervention within 15 days.

DATA TABULATION PROCEDURES

Data tabulation for this measure follows the procedures set forth for E3.1.1a, and E3.1.1b.

USING THE COMPUTATION WORKSHEET

Transfer the total number inter-group conflict incidents that resulted in escalation, and required a call-back within 15 days from the tabulation form (Form 44) to the computation worksheet (Form 48):

- youth gang conflicts--line 1a;
- labor management disputes--line 1b;
- social or political factions in conflict--line 1c;
- other inter-group conflicts--line 1d.

Sum lines 1a-1d and enter the total on line 1e. Line 1e represents the total number of inter-group conflict incidents in which there was an escalation, and which

PPPM
MEASURES
E3.1.1a,b
E3.2.1a,b
E3.3.1a,b

CONFLICT INCIDENT REPORT

DATE OF INCIDENT _____ TIME _____ INCIDENT ADDRESS: _____ APT # _____

I. Subjects and Setting

A. Subject #1: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #2: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #3: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #4: Name_____ Sex_____ Race_____ Approx. Age_____

B. What type of setting did you respond to: ☐ Private House/Apt. ☐ Restaurant/Bar ☐ Public Place (Park, Street, etc.) ☐ Commercial Place ☐ Other (Explain)_____

C. When you arrived on the scene, what were the subjects doing? ☐ In physical struggle ☐ Arguing ☐ Talking quietly ☐ Other (explain)_____

II. Weapon, Injuries, Property Damage

A. Was anyone injured before you arrived? ☐ No ☐ Yes Which Subject #_____

B. Was any property damaged before you arrived? ☐ No ☐ Yes

III. Type of Dispute

☐ A. Inter-personal Conflict Incident:
[Individual(s) in dispute with other individual(s)]
For all Domestic type Disputes, Include:
☐ Domestic
☐ Neighbor/Neighbor
☐ Landlord/Tenant
☐ Merchant/Customer
☐ Other (Explain)_____

In all domestic conflict incidents where family members/friends are involved, indicate the relationship between the disputants.
☐ Husband/Wife
☐ Ex-Spouses
☐ Boyfriend/Girlfriend
☐ Parent/Child
☐ Brother(s)/Sister(s)
☐ Other (Explain)_____

☐ B. Inter-group Conflict Incident:
[A group has bonded with a common purpose against another group or organization].
☐ Youth Gangs ☐ Labor/Management ☐ Political Groups ☐ Social Groups
☐ Racial Groups ☐ Other (Explain)_____

☐ C. Intra-personal Stress or Disorganization Incident:
[Individual] exhibiting erratic behavior, representing a potential danger to himself or others].
C(1) What was the subject doing?_____
C(2) What was the cause of this erratic behavior?
☐ Alcoholism ☐ Drug Abuse ☐ Mental Illness
☐ Other (Explain)_____

IV. After Police Intervention

A. Was anyone injured after you arrived? ☐ No ☐ Yes ☐ PO Subject #_____
B. Was any property damaged after you arrived? ☐ No ☐ Yes
C. If additional forms were required to be filled out, what were they?_____
D. After you arrived, did the behavior of the subjects worsen in some appreciable way? ☐ No ☐ Yes
E. If yes, did this escalation make it necessary for you to:
☐ Invoke a criminal charge? Arrest for what charge:_____
☐ Increase the severity of the original charge or make additional charges?
What were additional charges:_____

REPORTING OFFICER _____ ★ _____ UNIT _____
FORM 42 - COURTESY OF CINCINNATI POLICE DIVISION

PPPM

MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT LOG

	1. CASE NUMBER	2. IDENTIFIERS - ADDRESS/PARTICIPANTS	3. TYPE OF CONFLICT		4. TYPE OF ESCALATION				5. CALL-BACK	
			a. IP*/IG/PS	b. SPECIFY SUB-TYPE	a. DEATH/INJURY	b. PROPERTY DAMAGE	c. HIGHER CHARGES	d. NONE	a. DATE	b. CASE NUMBER
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
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19										
20										

FORM 43

* KEY - IP = INTERPERSONAL
IG = INTERGROUP
PS = PERSONAL STRESS

PPPM

MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT TABULATION FORM

1. TYPE OF CONFLICT		TYPE OF ESCALATION				6. CALL-BACK	7. TOTAL
		2. DEATH/INJURY	3. PROPERTY DAMAGE	4. HIGHER CHARGES	5. NONE		
INTERPERSONAL	a. DOMESTIC	(VAR001)	(VAR002)	(VAR003)		(VAR017)	
	b. LANDLORD-TENANT	(VAR004)	(VAR005)	(VAR006)		(VAR020)	
	c. NEIGHBOR-NEIGHBOR	(VAR007)	(VAR008)	(VAR009)		(VAR023)	
	d. MERCHANT CUSTOMER	(VAR010)	(VAR011)	(VAR012)		(VAR026)	
	e. OTHER	(VAR013)	(VAR014)	(VAR015)		(VAR029)	
INTERGROUP	a. YOUTH GANGS	(VAR032)	(VAR033)	(VAR034)		(VAR045)	
	b. LABOR-MANAGEMENT	(VAR035)	(VAR036)	(VAR037)		(VAR046)	
	c. POLITICAL-SOCIAL FACTIONS	(VAR038)	(VAR039)	(VAR040)		(VAR047)	
	d. OTHER	(VAR041)	(VAR042)	(VAR043)		(VAR048)	
PERSONAL STRESS	a. ALCHOL	(VAR057)	(VAR058)	(VAR059)		(VAR070)	
	b. DRUGS	(VAR060)	(VAR061)	(VAR062)		(VAR071)	
	c. MENTAL ILLNESS	(VAR063)	(VAR064)	(VAR065)		(VAR072)	
	d. OTHER	(VAR066)	(VAR067)	(VAR068)		(VAR073)	
TOTALS							

FORM 44

required another police intervention within 15 days.

Enter the total number of inter-group conflict incidents in which police intervened (without regard to escalations or call-backs) on line 2.

Finally, divide line 1e by line 2 and enter the result on line 3. Line 3 represents the proportion of inter-group conflict incidents in which there was an escalation, and that required another police intervention within 15 days.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to the change in the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E3.2.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of incidents that resulted in an escalation, and which required another intervention within 15 days: a. Youth gang conflicts (VAR045)..... _____ b. Labor management disputes (VAR046) _____ c. Political and/or social factions (VAR047)..... _____ d. Other inter-group conflicts (VAR048)..... _____ e. Total such incidents (sum lines a through d)..... _____ 2. Enter the total number of inter-group conflict incidents to which the police responded (without regard to escalations or call-backs) (VAR044)..... _____	3. Divide line 1e by line 2, and enter the proportion of inter-group conflict incidents in which there was an escalation and another police intervention was required within 15 days. This is the value of E3.2.1b..... [ ]

Form 48

MEASUREMENT SET 3.3.1

MEASURABLE OBJECTIVE 3.3.1

To minimize deaths, injuries, property damage, and criminal consequences brought about by personal stress or disorientation problems such as:

- alcoholism or drunkenness
- drug abuse
- mental illness

subsequent to police intervention.

CORE EFFECTIVENESS MEASURE E3.3.1a

Proportion of personal stress and disorientation incidents in which there was an escalation subsequent to police intervention, including:

- additional deaths or injuries,
- increased property damage, or
- invocation of additional or more significant criminal consequences than would have originally been applied.

DATA COLLECTION INFORMATION

Data Source: Conflict (or miscellaneous) incident reports

Related Measures: E3.1.1a, E3.1.1b, E3.2.1a, E3.2.1b, E3.3.1b

Data Availability: Often available--requires brief report on each conflict incident

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$8,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

A third type of crisis police are often asked to intervene in is that which afflicts individuals as a result of psychological or physical disorders. Following the general pattern for conflict resolution objectives, this goal emphasizes minimizing the consequences of such crisis.

MEASUREMENT STRATEGY

Data are taken from incident reports filed after officers complete a conflict intervention.

DATA ELEMENTS

VAR057 - Number of personal stress incidents involving alcoholism or drunkenness in which there were additional deaths or injuries.

VAR058 - Number of personal stress incidents involving alcoholism or drunkenness in which there was increased property damage.

VAR059 - Number of personal stress incidents involving alcoholism or drunkenness in which there was invocation of additional or more significant criminal consequences than would originally have been applied.

VAR060 - Number of personal stress incidents involving drug abuse where there were additional deaths or injuries.

VAR061 - Number of personal stress incidents involving drug abuse where there was increased property damage.

VAR062 - Number of personal stress incidents involving drug abuse where there was invocation of additional or more significant criminal consequences than would originally have been applied.

VAR063 - Number of personal stress incidents involving mental illness where there were additional deaths or injuries.

VAR064 - Number of personal stress incidents involving mental illness where there was increased property damage.

VAR065 - Number of personal stress incidents involving mental illness where there was invocation of additional or more significant criminal consequences than would have originally been applied.

VAR066 - Number of personal stress incidents involving other problems where there were additional deaths or injuries.

VAR067 - Number of personal stress incidents involving other problems where there was increased property damage.

VAR068 - Number of personal stress incidents involving other problems where there was invocation of additional or more significant criminal consequences than would have originally been applied.

VAR069 - Total number of all personal stress incidents in which the police intervened (without regard to whether there was an escalation).

KEY TERMS

1. A <u>personal stress or disorientation incident</u> is a situation in which the police officer observes a citizen exhibiting erratic behavior, which in the judgement of the officer represents a potential danger to the individual or

others, and the officer decides to intervene. The behavior of the individual may be due to alcoholism or drunkenness, drug abuse, or some mental disorder. This term should not be construed to include normal, passive drunkenness arrests (sweeps), unless they are made because of some overt, erratic behavior.

2. An escalation occurs when the situation worsens in some appreciable way:

a. An additional death or injury is one that occurs to either a citizen or an officer subsequent to police intervention.

b. Increased property damage is damage that occurs subsequent to police intervention.

c. Invocation of additional or more significant criminal consequences occur when the police officer places or increases a criminal charge against a citizen, based on what happened while the police officer was at the scene.

MEASURE COMPUTATION FORMULA

$$E3.3.1a = \frac{\sum \text{VAR057 thru VAR068}}{\text{VAR069}}$$

To calculate measure E3.3.1a, add up the number of personal stress incidents (of each kind) in which there was an escalation subsequent to police intervention (VAR057 thru VAR068). Divide this sum by the total number of occurrences of personal stress in which the police intervened (VAR069). The resulting value represents the proportion of stress incidents in which there was an escalation subsequent to police intervention.

DATA TABULATION PROCEDURES

Data tabulation procedures for this measure are outlined in the instruction for E3.1.1a.

USING THE COMPUTATION WORKSHEET

Transfer the total number of each type of escalation for each type of personal stress from the tabulation form (Form 44) to the following of the computation worksheet (Form 49):

1. Additional deaths or injuries
   - alcoholism or drunkenness--line 1a;
   - drug abuse--line 1b;
   - mental illness--line 1c;
   - other stress incidents--line 1d.

2. Increased property damage
   - alcoholism or drunkenness--line 2a;
   - drug abuse--line 2b;
   - mental illness--line 2c;
   - other stress incidents--line 2d.

3. Invocation of additional or more significant criminal consequences
   - alcoholism or drunkenness--line 3a;
   - drug abuse--line 2b;
   - mental illness--line 3c;
   - other stress incidents--line 3d.

Sum lines 1a-1d and enter the total on line 1e. Sum line 2a-2d and enter the total on line 2e. Sum lines 3a-3d and enter the total on line 3e.

Sum lines 1e, 2e, and 3e and enter the total on line 4. Line 4 represents the total number of personal stress and disorientation incidents during which there was an escalation following police intervention.

PPPM
MEASURES
E3.1.1a,b
E3.2.1a,b
E3.3.1a,b

CONFLICT INCIDENT REPORT

DATE OF INCIDENT _____ TIME _____ INCIDENT ADDRESS: _____ APT _____

I. Subjects and Setting

A. Subject #1: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #2: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #3: Name_____ Sex_____ Race_____ Approx. Age_____
Subject #4: Name_____ Sex_____ Race_____ Approx. Age_____

B. What type of setting did you respond to: ☐ Private House/Apt. ☐ Restaurant/Bar ☐ Public Place (Park, Street, etc.) ☐ Commercial Place ☐ Other (Explain)_____

C. When you arrived on the scene, what were the subjects doing? ☐ In physical struggle ☐ Arguing ☐ Talking quietly ☐ Other (explain)_____

II. Weapon, Injuries, Property Damage

A. Was anyone injured before you arrived? ☐ No ☐ Yes Which Subject #_____

B. Was any property damaged before you arrived? ☐ No ☐ Yes

III. Type of Dispute

☐ A. Inter-personal Conflict Incident:
[Individual(s) in dispute with other individual(s)]
For all Domestic Type Disputes, Include:
☐ Domestic
☐ Neighbor/Neighbor
☐ Landlord/Tenant
☐ Merchant/Customer
☐ Other (Explain)_____

In all domestic conflict incidents where family members/friends are involved, indicate the relationship between the disputants.
☐ Husband/Wife
☒ Ex-Spouses
☐ Boyfriend/Girlfriend
☐ Parent/Child
☒ Brother(s)/Sister(s)
☐ Other (Explain)_____

☐ B. Inter-group Conflict Incident:
[A group has bonded with a common purpose against another group or organization].
☐ Youth Gangs ☐ Labor/Management ☐ Political Groups ☐ Social Groups
☐ Racial Groups ☐ Other (Explain)_____

☐ C. Intra-personal Stress or Disorganization Incident:
[Individual exhibiting erratic behavior, representing a potential danger to himself or others].
C(1) What was the subject doing?_____
C(2) What was the cause of this erratic behavior?
☐ Alcoholism ☐ Drug Abuse ☐ Mental Illness
☐ Other (Explain)_____

IV. After Police Intervention
A. Was anyone injured after you arrived? ☐ No ☐ Yes ☐ PO Subject #_____
B. Was any property damaged after you arrived? ☐ No ☐ Yes
C. If additional forms were required to be filled out, what were they?_____
D. After you arrived, did the behavior of the subjects worsen in some appreciable way? ☐ No ☐ Yes
E. If yes, did this escalation make it necessary for you to:
☐ Invoke a criminal charge? Arrest for what charge:_____
☐ Increase the severity of the original charge or make additional charges?
What were additional charges:_____

REPORTING OFFICER _____ ★ _____ UNIT _____

FORM 42 - COURTESY OF CINCINNATI POLICE DIVISION

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT LOG

	1. CASE NUMBER	2. IDENTIFIERS - ADDRESS/PARTICIPANTS	3. TYPE OF CONFLICT		4. TYPE OF ESCALATION				5. CALL-BACK	
			a. IP* IG PS	b. SPECIFY SUB-TYPE	a. DEATH/INJURY	b. PROPERTY DAMAGE	c. HIGHER CHARGES	d. NONE	a. DATE	b. CASE NUMBER
1										
2										
3										
4										
5										
6										
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20										

FORM 43

* KEY - IP = INTERPERSONAL
IG = INTERGROUP
PS = PERSONAL STRESS

PPPM
MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT TABULATION FORM

1. TYPE OF CONFLICT		TYPE OF ESCALATION 2. DEATH/INJURY	3. PROPERTY DAMAGE	4. HIGHER CHARGES	5. NONE	6. CALL-BACK	7. TOTAL
INTER-PERSONAL	a DOMESTIC	(VAR001)	(VAR002)	(VAR003)		(VAR017)	
	b LANDLORD-TENANT	(VAR004)	(VAR005)	(VAR006)		(VAR020)	
	c NEIGHBOR-NEIGHBOR	(VAR007)	(VAR008)	(VAR009)		(VAR023)	
	d MERCHANT CUSTOMER	(VAR010)	(VAR011)	(VAR012)		(VAR026)	
	e OTHER	(VAR013)	(VAR014)	(VAR015)		(VAR029)	
INTER-GROUP	a YOUTH GANGS	(VAR032)	(VAR033)	(VAR034)		(VAR045)	
	b LABOR-MANAGEMENT	(VAR035)	(VAR036)	(VAR037)		(VAR046)	
	c POLITICAL-SOCIAL FACTIONS	(VAR038)	(VAR039)	(VAR040)		(VAR047)	
	d OTHER	(VAR041)	(VAR042)	(VAR043)		(VAR048)	
PERSONAL STRESS	a ALCHOL	(VAR057)	(VAR058)	(VAR059)		(VAR070)	
	b DRUGS	(VAR060)	(VAR061)	(VAR062)		(VAR071)	
	c MENTAL ILLNESS	(VAR063)	(VAR064)	(VAR065)		(VAR072)	
	d OTHER	(VAR066)	(VAR067)	(VAR068)		(VAR073)	
TOTALS							

FORM 44

Enter the total number of personal stress incidents responded to by the police (regardless of whether or not there was an escalation) on line 5.

Finally, divide line 4 by line 5 and enter the result on line 6. Line 6 represents the proportion of personal stress or disorientation incidents in which there was an escalation subsequent to police intervention.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E3.3.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

Enter the total number of:

1. Incidents of additional deaths or injuries, subsequent to police intervention, resulting from:
   - a. Alcoholism or drunkenness (VAR057)..... _____
   - b. Drug abuse (VAR060)..... _____
   - c. Mental illness (VAR063)..... _____
   - d. Other stress incidents (VAR066)..... _____
   - e. Total incidents of additional deaths or injuries (sum lines a through d)..... _____

2. Incidents of increased property damage, subsequent to police intervention, resulting from:
   - a. Alcoholism or drunkenness (VAR058)..... _____
   - b. Drug abuse (VAR061)..... _____
   - c. Mental illness (VAR064)..... _____
   - d. Other stress incidents (VAR067)..... _____
   - e. Total incidents of increased property damage (sum lines a through d)..... _____

3. Incidents where there was invocation of additional or more significant criminal consequences, subsequent to police intervention, resulting from:
   - a. Alcoholism or drunkenness (VAR059)..... _____
   - b. Drug abuse (VAR062)..... _____
   - c. Mental illness (VAR065)..... _____
   - d. Other stress incidents (VAR068)..... _____
   - e. Total incidents of increased criminal consequences (sum lines a through d)..... _____

4. Personal stress and disorientation incidents in which there was an escalation, subsequent to police intervention (sum lines a through d)..... _____

SUMMARY OF DATA ELEMENTS (CONT'D)

5. Personal stress incidents to which police responded without regard to whether there was an escalation (VAR069)..... _____

COMPUTATION PROCEDURE

6. Divide the entry on line 4 by the entry on line 5, and enter the proportion of personal stress and disorientation incidents in which there was an escalation, subsequent to police intervention. This is the value of E3.3.1a..... [ ]

Form 49

MEASUREMENT SET 3.3.1

MEASURABLE OBJECTIVE 3.3.1

To minimize
and criminal consequences brought about by personal stress or disorientation problems such as:

- alcoholism or drunkenness
- drug abuse
- mental illness

subsequent to police intervention.

CORE EFFECTIVENESS MEASURE E3.3.1b

Proportion of personal stress and disorientation incidents in which there was an escalation, subsequent to police intervention, including:

- additional deaths or injuries,
- increased property damage, or
- invocation of additional or more significant criminal consequences than would have originally been applied,

and which required another police intervention within 15 days.

DATA COLLECTION INFORMATION

Data Source: Conflict (or miscellaneous) incident reports

Related Measures: E3.1.1a, E3.1.1b, E3.2.1a, E3.2.1b, E3.3.1a

Data Availability: Often available--requires brief report on each conflict incident

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $2,000 (Separate)
$8,000 (Cluster)

Measurement Inteival: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

This objective states a department's goal of minimizing the consequences of personal stress incidents, on a permanent basis. The measure (E3.3.1b) imposes a stringent test of police success by considering both what happens at the scene and what happens (whether there is a call-back) in the subsequent fifteen days.

MEASUREMENT STRATEGY

Data are taken from incident reports filed after officers complete a conflict intervention.

DATA ELEMENTS

VAR070 - Number of personal stress incidents involving alcoholism or drunkenness that resulted in an escalation and which required another police intervention within 15 days.

VAR071 - Number of personal stress incidents involving drug abuse that resulted in an escalation, and which required another police intervention within 15 days.

VAR072 - Number of personal stress incidents involving mental illness that resulted in an escalation, and which required another police intervention within 15 days.

VAR073 - Number of personal stress incidents involving other problems that resulted in an escalation, and which required another police intervention within 15 days.

VAR069 - Total number of personal stress incidents in which the police intervened (without regard to whether there was an escalation).

KEY TERMS

1. A personal stress or disorientation incident is a situation in which the police officer observes a citizen exhibiting erratic behavior, which in the judgement of the officer represents a potential danger to the individual or others, and the officer decides to intervene. The behavior of the individual may be due to alcoholism or drunkenness, drug abuse, or some mental disorder. This term should not be construed to include normal, passive drunkenness arrests (sweeps), unless they are made because of some overt, erratic behavior.

2. An occurrence subsequent to police intervention is one that takes place after the police have arrived on the scene and begun the process of defusing the situation.

3. An escalation occurs when the situation worsens in some appreciable way:

   a. An additional death or injury is one that occurs to either a citizen or an officer subsequent to police intervention.

   b. Increased property damage is damage that occurs subsequent to police intervention.

   c. Invocation of additional or more significant criminal consequences occur when the police officer places or increases a criminal charge against a citizen, based on what happened while the police officer was at the scene.

MEASURE COMPUTATION FORMULA

$$E3.3.1b = \frac{\sum \text{VAR070 thru VAR073}}{\text{VAR069}}$$

To calculate measure E3.3.1b, add up the number of personal stress incidents in which there was an escalation and another police intervention was required within 15 days (VAR070 thru VAR073). Divide this sum by the total number of occurrences of personal stress in which the police intervened (VAR069). The resulting value represents the proportion of personal stress incidents in which there was an escalation, and another police intervention was required within 15 days.

DATA TABULATION PROCEDURES

Data tabulation for this measure follows the procedures set for for E3.1.1a and E3.1.1b.

USING THE COMPUTATION WORKSHEET

As the data are tallied, personal stress incidents requiring another intervention should be subtotalled according to the type. These subtotals should be entered on the following lines of the worksheet (Form 50):

- alcoholism or drunkenness--line 1a;
- drug abuse--line 1b;
- mental illness--line 1c;
- other stress incidents--line 1d.

PPPM

MEASURES
E3.1.1a,b
E3.2.1a,b
E3.3.1a,b

CONFLICT INCIDENT REPORT

DATE OF INCIDENT _____ TIME _____ INCIDENT ADDRESS: _____ APT.# _____

I. Subjects and Setting

A. Subject #1: Name _____ Sex _____ Race _____ Approx. Age _____
Subject #2: Name _____ Sex _____ Race _____ Approx. Age _____
Subject #3: Name _____ Sex _____ Race _____ Approx. Age _____
Subject #4: Name _____ Sex _____ Race _____ Approx. Age _____

B. What type of setting did you respond to:
☐ Public Place (Park, Street, etc.) ☐ Private House/Apt. ☐ Commercial Place ☐ Restaurant/Bar ☐ Other (Explain) _____

C. When you arrived on the scene, what were the subjects doing?
☐ Arguing ☐ Talking quietly ☐ In physical struggle ☐ Other (explain) _____

II. Weapon, Injuries, Property Damage

A. Was anyone injured before you arrived? ☐ No ☐ Yes Which Subject # _____

B. Was any property damaged before you arrived? ☐ No ☐ Yes

III. Type of Dispute

☐ A. Inter-personal Conflict Incident:
[Individual(s) in dispute with other individual(s)]

For all Domestic Type Disputes, Include:
☐ Domestic
☐ Neighbor/Neighbor
☐ Landlord/Tenant
☐ Merchant/Customer
☐ Other (Explain) _____

In all domestic conflict incidents where family members/friends are involved, indicate the relationship between the disputants.
☐ Husband/Wife
☐ Ex-Spouses
☐ Boyfriend/Girlfriend
☐ Parent/Child
☐ Brother(s)/Sister(s)
☐ Other (Explain) _____

☐ B. Inter-group Conflict Incident:
[A group has bonded with a common purpose against another group or organization].
☐ Youth Gangs ☐ Labor/Management ☐ Political Groups ☐ Social Groups
☐ Racial Groups ☐ Other (Explain) _____

☐ C. Intra-personal Stress or Disorganization Incident:
[Individual exhibiting erratic behavior, representing a potential danger to himself or others].

C(1) What was the subject doing? _____

C(2) What was the cause of this erratic behavior?
☐ Alcoholism ☐ Drug Abuse ☐ Mental Illness
☐ Other (Explain) _____

IV. After Police Intervention

A. Was anyone injured after you arrived? ☐ No ☐ Yes ☐ PO Subject # _____

B. Was any property damaged after you arrived? ☐ No ☐ Yes

C. If additional forms were required to be filled out, what were they? _____

D. After you arrived, did the behavior of the subjects worsen in some appreciable way? ☐ No ☐ Yes

E. If yes, did this escalation make it necessary for you to:
☐ Invoke a criminal charge? Arrest for what charge: _____
☐ Increase the severity of the original charge or make additional charges?
What were additional charges: _____

REPORTING OFFICER _____ ★ _____ UNIT _____

FORM 42 - COURTESY OF CINCINNATI POLICE DIVISION

PPPM

MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT LOG

	1. CASE NUMBER	2. IDENTIFIERS: ADDRESS/PARTICIPANTS	3. TYPE OF CONFLICT: a. IP* IG PS	3. TYPE OF CONFLICT: b. SPECIFY SUB-TYPE	4. TYPE OF ESCALATION: a. DEATH/INJURY	4. TYPE OF ESCALATION: b. PROPERTY DAMAGE	4. TYPE OF ESCALATION: c. HIGHER CHARGES	4. TYPE OF ESCALATION: d. NONE	5. CALL-BACK: a. DATE	5. CALL-BACK: b. CASE NUMBER
1										
2										
3										
4										
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6										
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FORM 43

* KEY – IP = INTERPERSONAL
IG = INTERGROUP
PS = PERSONAL STRESS

PPPM

MEASURES
E3.1.1a
E3.1.1b
E3.2.1a
E3.2.1b
E3.3.1a
E3.3.1b

CONFLICT INCIDENT TABULATION FORM

	1. TYPE OF CONFLICT	2. DEATH/INJURY	3. PROPERTY DAMAGE	4. HIGHER CHARGES	5. NONE	6. CALL-BACK	7. TOTAL
INTER-PERSONAL	a. DOMESTIC	(VAR001)	(VAR002)	(VAR003)		(VAR017)	
	b. LANDLORD-TENANT	(VAR004)	(VAR005)	(VAR006)		(VAR020)	
	c. NEIGHBOR-NEIGHBOR	(VAR007)	(VAR008)	(VAR009)		(VAR023)	
	d. MERCHANT CUSTOMER	(VAR010)	(VAR011)	(VAR012)		(VAR026)	
	e. OTHER	(VAR013)	(VAR014)	(VAR015)		(VAR029)	
INTER-GROUP	a. YOUTH GANGS	(VAR032)	(VAR033)	(VAR034)		(VAR045)	
	b. LABOR-MANAGEMENT	(VAR035)	(VAR036)	(VAR037)		(VAR046)	
	c. POLITICAL-SOCIAL FACTIONS	(VAR038)	(VAR039)	(VAR040)		(VAR047)	
	d. OTHER	(VAR041)	(VAR042)	(VAR043)		(VAR048)	
PERSONAL STRESS	a. ALCHOL	(VAR057)	(VAR058)	(VAR059)		(VAR070)	
	b. DRUGS	(VAR060)	(VAR061)	(VAR062)		(VAR071)	
	c. MENTAL ILLNESS	(VAR063)	(VAR064)	(VAR065)		(VAR072)	
	d. OTHER	(VAR066)	(VAR067)	(VAR068)		(VAR073)	
TOTALS							

FORM 44

Sum lines 1a-1d and enter the total on line 1e. Line 1e represents the total number of personal stress and disorientation incidents during which there was an escalation, and which required another intervention within 15 days.

Enter the total number of personal stress incidents in which the police intervened on line 2. Divide line 1e by line 2 and enter the result on line 3. Line 3 represents the proportion of personal stress and disorientation incidents that resulted in an escalation, and which required another police intervention within 15 days.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E3.3.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of incidents in which there was an escalation, and which required another intervention within 15 days: a. Alcoholism or drunkenness (VAR070)..... _____ b. Drug abuse (VAR071)..... _____ c. Mental illness (VAR072)..... _____ d. Other stress incidents (VAR073)... _____ e. Total such incidents (sum lines a through d)..... _____ 2. Enter the number of personal stress incidents to which police responded (without regard to escalations or call-backs) (VAR069)..... _____	3. Divide the entry on line 1e by the entry on line 2, and enter the proportion of personal stress and disorientation incidents in which there was an escalation, and which required another intervention within 15 days. This is the value of E3.3.1b..... [ ]

Form 50

A CAFETERIA OF MEASUREMENT TOOLS

PART IV

GENERAL SERVICES

PART IV

TOOLS TO MEASURE
GENERAL SERVICE OBJECTIVES

This Part presents the objectives, measures, and other tools developed for gauging the effectiveness of general services provided by the police department. Sets of tools are organized into four fundamental groupings relating to four major categories of non-criminal, police services. These four groups include traffic services, general public services, public information services, and services to other agencies.

Measuring General Services

Police authorities disagree over whether the general, municipal services police organizations provide are truly central to the police role. Some say these tasks and duties are not really police work, while others say they are merely extensions of the basic police role, to be providers of wide-ranged, general municipal services.

It nevertheless remains true that police departments are called upon to provide these services, and many officials have called for measures of general service effectiveness. As a result, the PPPM system presents a range of tools covering a variety of public services.

Traffic Services

The service activity that is most visible to American police departments is that associated with the prevention and control of traffic accidents. All police enforcement and education efforts are directed toward preventing traffic accidents, while further effort is expended on the management of accident scenes.

Three measures assess police success in accident prevention by gauging the number of accidents in the jurisdiction, the proportion resulting in serious injury, and the level of property loss resulting from such collisions. An additional measure focuses on police performance at accident scene management.

A second focus of police traffic work is the relief of vehicular congestion. Officers patrol arterials and highways, assist stalled motorists, and perform point duty, all for the purpose of relieving congestion. Yet up until now, police had no

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measure of the effectiveness of these efforts. This gap in technology has been resolved, however, by setting up a series of standard courses that are driven under timed conditions. Each route (a downtown shopping simulation, a typical commute path, an industrial area, etc.) is driven once when deserted to determine the time it takes to traverse it under optimal conditions. Then the route is clocked repeatedly and systematically during periods of heavy traffic. Large fluctuations in average travel times are attributed (in the absence of other factors) to police efforts.

Miscellaneous Services

A third significant feature of the service measurement tools is the extension of measurement techniques to encompass activities never measured before. There is a wide variety of miscellaneous public services that are provided by police departments, yet whose effectiveness has rarely been tested. These functions include activities such as giving first aid and transportation to injured persons, providing escorts for the elderly or merchants who must carry large sums of cash, seeking out and locating missing persons, and returning found property.

Provision is made in this Part to measure the effectiveness of all these services. Standardized measures are given in the form of medical practitioners' ratings, proportions of successful escorts, person-location rates, and rates of property return.

General Service Objectives

The objectives and other tools in this Part are organized as follows:

Number	Objective
4.1.1	To minimize...motor vehicle accidents....
4.1.2	To minimize stress..at the scene of traffic accidents....
4.1.3	To minimize...congestion
4.1.4	To [assist] stranded motorists....
4.2.1	To minimize...injury in medical emergencies....
4.2.2	To maximize...safety [when] the circumstances ...of the citizen require extraordinary police attention....

Number	Objective
4.2.3	To maximize the number of missing persons located....
4.2.4	To maximize...property found and returned to owners.
4.3.1	To maximize the convenience, effectiveness, and courtesy of police response to citizens' requests for information or assistance.
4.4.1	To maximize...service to other elements of the criminal justice system....
4.4.2	To maximize...service to public and private agencies....
4.4.3	To maximize...service to local government agencies....

Productivity Measurement

The PPPM system provides for seven measures of productivity in the achievement of general service objectives. These are:

P4.1.1a	Total number of reported traffic accidents, per employee-day...expended in traffic enforcement and education.
P4.1.3	Reduction in average travel time, per employee-day expended in the control of congestion.
P4.2.2	Total number of security services...per employee-day expended in such services.
P4.2.3	Total number of missing persons who are located...per employee-month expended in locating missing persons.
P4.2.4b	Total value of found articles that are returned to owners, per employee-day expended in the...return of stolen property.
P4.4.1a	Number of warrants served per employee-day expended in serving warrants.
P4.4.1c	Number of subpoenas served per employee-day expended in serving subpoenas.

MEASUREMENT SET 4.1.1

MEASURABLE OBJECTIVE 4.1.1

To minimize the number of motor vehicle accidents, the number and severity of related injuries, and the amount of property damage.

CORE EFFECTIVENESS MEASURE E4.1.1a

Rate of reported traffic accidents, per 1,000 population.

DATA COLLECTION INFORMATION

Data Source: Traffic collision reports

Related Measures: E4.1.1b

Data Availability: Currently available in most departments

Minimum Study Period: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$1,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

Most police traffic enforcement is directed to the prevention and reduction of accidents. This objective articulates that concern, and the measure provides an indication or police success in minimizing the incidence of traffic accidents.

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MEASUREMENT STRATEGY

Data are collected from among the information on traffic collision reports. Procedures for tabulation can be incorporated into most departments' current accident statistics programs.

DATA ELEMENTS

VAR001 - Number of traffic accidents, reported to the police, resulting in fatalities.

VAR002 - Number of traffic accidents, reported to the police, resulting in injury requiring hospitalization.

VAR003 - Number of traffic accidents, reported to the police, resulting in injury but no hospitalization.

VAR004 - Number of traffic accidents, reported to the police, resulting in property damage.

VAR005 - The resident population of the jurisdiction.

KEY TERMS

1. Reported traffic accidents include all traffic mishaps that occur within the jurisdiction, that are reported to the police, and that involve death, injury, or property damage. Reported traffic accidents must be classified into four degrees of severity.

   a. Fatal accidents are those in which a person dies, due to injuries sustained in the traffic accident, within 12 months of such accident. If a driver dies from some non-traffic cause (such as a heart attack), as determined by a medical examination, the collision should not be scored as fatal unless there are additional, accident caused deaths.

   b. Accidents involving injuries requiring hospitalization are non-fatal collisions in which a person is injured seriously enough to require medical examination or attention away from the scene of the accident. Examples of injuries which might require hospitalization are: severe lacerations, broken or distorted limbs, skull fractures, internal injuries, etc.

   c. Accidents involving injuries not requiring hospitalization are collisions resulting in no more than minor injuries such as cuts, bruises, or abrasions. All injuries and complaints of injuries that are not serious enough to require hospitalization should be placed in this category.

   d. A property damage accident is any collision that causes an impairment or loss of value to property, but not injury or death to persons.

The accident categories of fatal, injuries requiring hospitalization, injuries not requiring hospitalization, and property damage are mutually exclusive and collectively exhaustive of all reported traffic accidents.

2. Resident population of the jurisdiction refers to the number of persons residing in the jurisdiction, as determined by the most recent, official state or federal government census. Sheriff's departments should exclude those areas, such as cities, in which primary police services are not normally provided.

MEASURE COMPUTATION FORMULA

$$E4.1.1a = \frac{\sum \text{VAR001 thru VAR004}}{.001 \times (\text{VAR005})}$$

To calculate measure E4.1.1a, add together the number of traffic accidents (VAR001 thru VAR004). This sum is then divided by one one-thousandth the resident city population (VAR005 x .001). The resulting value represents the rate of reported traffic accidents, per 1,000 population.

DATA TABULATION PROCEDURES

Collection of data for this measure should be conducted in conjunction with the other traffic collision measure (E4.1.1b). In addition, data collection procedures should be integrated, if possible, into the department's on-going traffic statistics system.

To permit cross-tabulation of accidents by characteristics, each reported collision should be abstracted onto a form such as the log shown (Form 51), one accident per line. Columns A and B provide for the entry of date and case number information, not essential to the measure itself, but useful for tracing and data audit procedures. Column C is used for accident seriousness information, which should be coded as shown. If the accident resulted in a death, enter an "F." If there were no deaths, but injuries requiring hospitalization, enter an "H." If the accident produced neither death nor hospitalization, but less serious injuries, enter a "C" (for "complaint"). Finally, if the accident resulted in no death or injury, enter a "PD," for property damage only.

Tallying Reported Traffic Accidents

Once an accident log page is complete, a tally should be made of each traffic accident type: fatal (F), injury requiring hospitalization (H), complaint of injury not requiring hospitalization (C), or property damage (PD), with the subtotals entered in the appropriate columns on a separate tally summary sheet (Form 52). After all log pages have been tallied for the study period, each accident type should be summed to give the value of the data elements. These sums will be entered at the bottom of the summary sheet.

PPPM
MEASURES
E4.1.1a
E4.1.1b

PAGE____OF_____

TRAFFIC ACCIDENT LOG

A. DATE	B. CASE NUMBER	C. SERIOUSNESS*	A. DATE	B. CASE NUMBER	C. SERIOUSNESS*
COUNTS		____F ____H ____C ____PD			____F ____H ____C ____PD
TOTAL OF COUNTS (TRANSFER TO FORM 52)					____F ____H ____C ____PD

FORM 51

* USE MOST SERIOUS CODE F-FATAL; H-HOSPITALIZATION REQUIRED; C-COMPLAINT OF INJURY ONLY; PD-PROPERTY DAMAGE ONLY

PPPM
MEASURES
E4.1.1a
E4.1.1b

TALLY SHEET
TRAFFIC ACCIDENT

PAGE	F	H	G	PD	PAGE	F	H	G	PD
TOTALS									
GRAND TOTALS					(VAR001)	(VAR002)	(VAR003)	(VAR004)	

FORM 52

USING THE COMPUTATION WORKSHEET

After the traffic accident statistics have been tallied, subtotals should be transferred to the following lines of the worksheet:

- accidents resulting in fatalities (VAR001)--line 1;
- accidents resulting in injury requiring hospitalization (VAR002)--line 2;
- accidents resulting in complaint of injury, not requiring hospitalization (VAR003)--line 3;
- accidents resulting in property damage (VAR004) --line 4.

Next, add together lines 1-4, and enter the sum on line 5. Line 5 represents the total number of reported traffic accidents.

The current resident population of the city is entered on line 6. Line 6 is then multiplied by .001 to facilitate calculation of a "rate per 1,000," and the result is entered on line 7. Finally, the rate of reported traffic accidents is determined by dividing line 5 by line 7, and this figure (the value of E4.1.1a) is entered on line 8.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over last
   - one year period
   - five year period

   compared to change in the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Rate....compared to the average departmental rate over last ten years.

4. External Norm Effectiveness Measure

Rate....compared to the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E4.1.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of reported traffic accidents that result in a fatality (VAR001)..... _____	6. Enter the current resident population of the city (VAR005)..... _____
2. Enter the number of reported traffic accidents that result in injury requiring hospitalization (VAR002)..... _____	7. Multiply line 6 by .001..... _____
3. Enter the number of reported traffic accidents that result in injury not requiring hospitalization (VAR003)..... _____	8. Divide line 5 by line 7. This figure is the rate of reported traffic accidents, per 1,000 population; it is the value of E4.1.1a..... [ ]
4. Enter the number of reported traffic accidents that result in property damage (VAR004)..... _____	
5. Enter the total number of reported traffic accidents (sum lines 1 through 4)..... _____	

Form 53

MEASUREMENT SET 4.1.1

MEASURABLE OBJECTIVE 4.1.1
To minimize the number of motor vehicle accidents, the number and severity of related injuries, and the amount of property damage.

CORE EFFECTIVENESS MEASURE E4.1.1b
Proportion of reported traffic accidents resulting in death or injuries that require hospitalization.

DATA COLLECTION INFORMATION
Data Source: Traffic collision reports
Related Measures: E4.1.1a
Data Availability: Currently available in most departments
Minimum Study Period: One month
Data Collection Mode: Continuous
Estimated Cost of Collection: $500 (Separate) $1,000 (Cluster)
Measurement Interval: Monthly, quarterly, yearly
Directionality: Down

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CONTINUED

4 OF 7

RATIONALE

This objective focuses on the department's concern for minimizing traffic accidents. Following that line of thought, the measure is designed to reflect success in minimizing the most serious of accidents, by relating serious accidents to the total number of reported accidents.

MEASUREMENT STRATEGY

Data are collected from among the information on traffic collision reports. Procedures for tabulation can be incorporated into most department's current accident statistics programs.

DATA ELEMENTS

VAR001 - Number of reported traffic accidents resulting in death.

VAR002 - Number of reported traffic accidents resulting in personal injuries requiring hospitalization.

VAR003 - Number of traffic accidents, reported to the police, resulting in injury but no hospitalization.

VAR004 - Number of traffic accidents, reported to the police, resulting in property damage.

KEY TERMS

1. Reported traffic accidents include all traffic mishaps that occur within the jurisdiction, that are reported to the police, and that involve death, injury, or property damage. Reported traffic accidents must be classified into four degrees of severity:

   a. Fatal accidents are those in which a person dies, due to injuries sustained in the traffic accident, within 12 months of such accident. If a driver dies from some non-traffic cause (such as a heart attack), as determined by a medical examination, the collision should not be scored as fatal unless there are additional, accident caused deaths.

   b. Accidents involving injuries requiring hospitalization are non-fatal collisions in which a person is injured seriously enough to require medical examination or attention away from the scene of the accident. Examples of injuries which might require hospitalization are: severe lacerations, broken or distorted limbs, skull fractures, internal injuries, etc.

   c. Accidents involving injuries not requiring hospitalization are collisions resulting in no more than minor injuries such as cuts, bruises, or abrasions. All injuries and complaints of injuries that are not serious enough to require hospitalization should be placed in this category.

   d. A property damage accident is any collision that causes an impairment or loss of value to property, but not injury or death to persons.

The accident categories of fatal, injuries requiring hospitalization, injuries not requiring hospitalization, and property damage are mutually exclusive and collectively exhaustive of all reported traffic accidents.

MEASURE COMPUTATION FORMULA

$$E4.1.1 = \frac{VAR001 + VAR002}{\sum VAR001 \text{ thru } VAR004}$$

To calculate measure E4.1.1b add together the number of traffic accidents that resulted in death or injury requiring hospitalization (VAR001 + VAR002). This sum is then divided by the total number of traffic accidents of all types (VAR001 thru VAR004). The resulting value represents the proportion of all traffic accidents in which there was a death or an injury requiring hospitalization.

DATA TABULATION PROCEDURES

Tabulation of data for this measure should take place in conjunction with measure E4.1.1a. Collection of data may be integrated into the department's regular traffic statistics program, to conserve clerical resources.

Following procedures outlined for E4.1.1a, a listing of collision reports should be made on the reported traffic accident log, Form 51. Each log sheet should be abstracted to the summary tally sheet, Form 52, and the totals summed.

USING THE COMPUTATION WORKSHEET

After the traffic injury reports are tallied, sub-totals should be transferred from the summary sheet to the following lines of the worksheet:

- fatals (VAR001)--line 1;
- injury requiring hospitalization (VAR002)--line 2;

PPPM
MEASURES
E4.1.1a
E4.1.1b

PAGE____OF_____

TRAFFIC ACCIDENT LOG

A. DATE	B. CASE NUMBER	C. SERIOUSNESS*	A. DATE	B. CASE NUMBER	C. SERIOUSNESS*
COUNTS		____F ____H ____C ____PD			____F ____H ____C ____PD
TOTAL OF COUNTS (TRANSFER TO FORM 52)					____F ____H ____C ____PD

FORM 51

* USE MOST SERIOUS CODE F-FATAL; H-HOSPITALIZATION REQUIRED; C-COMPLAINT OF INJURY ONLY; PD-PROPERTY DAMAGE ONLY

PPPM
MEASURES
E4.1.1a
E4.1.1b

TALLY SHEET
TRAFFIC ACCIDENT

PAGE	F	H	C	PD	PAGE	F	H	C	PD

3. Internal Norm Effectiveness Measure

Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E4.1.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of traffic accidents resulting in death (VAR001)..... _____	5. Enter the number of traffic accidents resulting in death or injury requiring hospitalization (sum lines 1 and 2).... _____
2. Enter the number of traffic accidents resulting in personal injuries requiring hospitalization (VAR002).... _____	6. Enter the number of traffic accidents resulting in less serious consequences (sum lines 3 and 4)..... _____
3. Enter the number of traffic accidents resulting in injuries not requiring hospitalization (VAR003)..... _____	7. Enter the total number of reported traffic accidents (of all types) (sum lines 5 and 6)..... _____
4. Enter the number of traffic accidents resulting in property damage only (VAR004)..... _____	8. Divide line 5 by line 7. This figure is the proportion of reported traffic accidents resulting in death and/or injuries requiring hospitalization; it is the value of measure E4.1.1b..... [ ]

Form 58

MEASUREMENT SET 4.1.1

MEASURABLE OBJECTIVE 4.1.1
To minimize the number of motor vehicle accidents, the number and severity of related injuries, and the amount of property damage.

CORE EFFECTIVENESS MEASURE E4.1.1c
Proportion of the value of locally registered vehicles that is damaged in traffic accidents.

DATA COLLECTION INFORMATION
Data Source: State Department of Motor Vehicles, Traffic Safety Council, local insurance companies.
Related Measures: None
Data Availability: External data source--often available
Minimum Study Period: One year
Data Collection Mode: Sporadic--once annually
Estimated Cost of Collection: $500 (Separate)
Measurement Interval: Yearly
Directionality: Down

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RATIONALE

This objective expresses a department's desire to reduce the frequency and consequences of traffic accidents. The current measure puts a final perspective on success in accident prevention, by relating the dollar value of vehicle damage to the community's total investment in motor vehicles.

MEASUREMENT STRATEGY

Data are obtained from auto insurance underwriting sources, the State Department of Motor Vehicles, and the Traffic Safety Council.

DATA ELEMENTS

VAR006 - Total damage done to local vehicles in traffic accidents.

VAR007 - Total value of all locally registered vehicles.

KEY TERMS

1. Damage means the dollar amount of property damage caused directly by a traffic accident.

2. Value refers to the dollar amount invested in vehicles as estimated by some official source, such as the State Department of Motor Vehicles' assessment of autos and trucks for tax purposes.

3. Locally registered motor vehicles are vehicles that are registered at an address that is located within the jurisdiction of the police agency.

MEASURE COMPUTATION FORMULA

$$E4.1.1c = \frac{VAR006}{VAR007}$$

To calculate measure E4.1.1c, divide the damage done to local vehicles (VAR016) by the total value of all locally registered vehicles (VAR017). The resulting value represents the proportion of the value of local vehicles that have been damaged in traffic accidents.

DATA TABULATION PROCEDURE

The procedure for estimating the proportion of vehicle value that is damaged each year is a complex process. Practically, it is easiest to compute each half of the equation separately.

Estimating Vehicle Damage

The first step in estimating vehicle damage is to establish an average number of vehicles involved in each accident for the jurisdiction. This can be accomplished by selecting a random sample of vehicle involvements as recorded on the traffic collision reports required by the police agency, and counting the number of vehicles involved in each incident selected for review.

After the total number of vehicles involved in the sample has been counted, this figure should be divided by the number of accidents, to give an average. As a cross-check for accuracy the number arrived at can be compared to the figure reported for that year by the National Safety

Council. Most departments will want to use the average vehicle per accident figure as specified locally. However the National Safety Council figure is acceptable.

The second step, which can be done in conjunction with the first, is to determine what percentage of the traffic accidents involve local vehicles. Accidents involving non-local vehicles should be factored out, leaving a fraction (perhaps about 85%) of the vehicles to be considered as local.

The third step in estimating vehicle damage is to obtain damage estimates on an average (per vehicle) basis from several sources. Major insurance companies generally compute and have available average vehicle damage estimates. At least two major insurance companies should be polled. Additionally, the National Safety Council can generally provide a figure, but, their estimates may be several years old and therefore unreliable.

Once two or three damage estimates have been obtained, they should be averaged. After averaging, this dollar figure is then multiplied by (1) the average number of vehicles per accident, and then (2) the number of accidents involving local drivers during the study period. The result of these calculations is an estimate of the total dollar value of damage to local vehicles during the study period.

Estimating Vehicle Investment

The denominator (bottom portion) of the equation for this measure is an estimate of the total community's investment in motor vehicles. This estimate (to be based on current market value) can be obtained in a number of ways, such as from insurance companies or based on vehicle license fees. Again, it should be stressed that calculations must include all of (and no more than) the entire jurisdiction (city, county, etc.) and should include the value of trucks, motorcycles, etc., as well as passenger vehicles.

After estimates of vehicle damage and total investment have been prepared, they should be entered on lines 1 and 2, respectively, of the computation worksheet (Form 59).

USING THE COMPUTATION WORKSHEET

The estimate of total vehicle damage should be on line 1 of the worksheet, and the estimate of total investment on line 2. Line 3 is reserved for the value of the effectiveness measure E4.1.1c, which is arrived at by dividing line 1 by line 2. Line 3 represents the proportion of the value of locally registered vehicles that is damaged in traffic accidents.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average prcportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
NEASURE
E4.1.1c

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total damage to locally registered vehicles (VAR006)..... _____ 2. Enter the total value of all locally registered vehicles (VAR007)..... _____	3. Divide line 1 by line 2. This figure is the proportion of value of locally registered vehicles damaged in traffic accidents; it is the value of E4.1.lc..

Form 59

MEASUREMENT SET 4.1.2

MEASURABLE OBJECTIVE 4.1.2
To minimize stress and confusion at the scene of traffic accidents, and to maximize the quality of information concerning rights and responsibilities that is provided to the participants.

CORE EFFECTIVENESS MEASURE E4.1.2
Proportion of accident participants who rate police conduct as satisfactory in regard to each of the following aspects of accident management: . speed of arrival on the scene, . reduction of tension, . equity of treatment to participants, . provision of information on participants' rights and responsibilities.

DATA COLLECTION INFORMATION
Data Source: Clientele survey
Related Measures: E4.1.4a, E4.1.4b, E4.3.1, E5.2.1a, E5.2.1b
Data Availability: Not generally available at present
Minimum Study Period: One year
Data Collection Mode: Special-purpose collection
Estimated Cost of Collection: $750 (Separate) $1,000 (Cluster)
Measurement Interval: Yearly or less frequently
Directionality: Up

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RATIONALE

Among the objectives of police collision scene management are reducing tension and informing drivers (and other participants) of their rights and responsibilities. This measure gauges the success with which police achieve these goals, as well as the department's promptness and fairness, through an opinion survey of accident participants.

NOTE: Other common police objectives related to accident investigation, such as identifying and neutralizing hazards, and citing violations are viewed as processes leading to accident prevention, and thus subsumed under objective 4.1.1.

MEASUREMENT STRATEGY

Data for this measure are taken from a clientele survey, in which people who have been involved in accidents are asked to rate the various aspects of police service.

DATA ELEMENTS

VAR018 - Number of accident participants rating police conduct as satisfactory with regard to speed of arrival.

VAR019 - Number of accident participants rating police conduct as satisfactory with regard to reduction of tension.

VAR020 - Number of accident participants rating police conduct as satisfactory with regard to equity of treatment of participants.

VAR021 - Number of accident participants rating police conduct as satisfactory with regard to provision of information on participants' rights and responsibilities.

VAR022 - Total number of accident participants who are surveyed to rate police conduct.

KEY TERMS

1. An accident is any traffic collision reported to the police.

2. Accident participants are drivers, passengers, or pedestrians directly involved in a traffic collision.

3. Police conduct includes anything that the police officer(s) did at the scene or subsequently in regard to the accident.

4. Equity of treatment to participants means the degree to which each person involved in the accident is treated fairly and equally.

5. Provision of information on participants rights and responsibilities is the extent and clarity with which the police informed the participants of their legal rights and obligations arising from the accident.

6. Reduction of tension refers to the way the police officer handles persons involved in an collision. Participants are frequently agitated and contentious after an accident. This phrase is intended to prompt participants to rate the degree to which they feel the police were able to alleviate that tension.

7. Speed of arrival on the scene refers to the response time of the police; that is, it is the length of time transpiring between the point at which the police are summoned and their arrival.

MEASURE COMPUTATION FORMULA

$$E4.1.2 = \frac{\sum \text{VAR018 thru VAR021}}{4 \times (\text{VAR022})}$$

To calculate measure E4.1.2, add together the number of satisfactory ratings with regard to each aspect of accident management (VAR018 thru VAR021). This sum is then divided by 4 times the total number of respondents (VAR022). The resulting value represents the proportion of accident participants that rate police conduct as satisfactory or better with regard to police accident management.

DATA TABULATION PROCEDURE

Data for this police service measure are taken from a survey of drivers and other participants identified in the police traffic collision reports. Respondents are asked to indicate whether each aspect of accident management was handled satisfactorily.

Design and conduct of a clientele survey, like any other public opinion survey, is a complex and technical task. Most police departments will prefer not to proceed without retaining a survey consultant to give advice or, alternatively, to take full responsibility for management of the survey.

Respondents for this survey must be a representative sample of persons who were involved in traffic accidents attended to by the police department. These subjects may have been drivers, passengers, or pedestrians, and all should have had some direct involvement (beyond mere witnessing) in the accident. A simple source of potential respondents names is the traffic collision report form.

This clientele survey should be conducted in conjunction with all other clientele rating measures to be collected (E4.1.4a, E4.1.4b, E4.3.1, E5.2.1a, E5.2.1b). For this measure, interviewers must ask each respondent to rate police conduct of each of four aspects of accident management:

- speed of arrival on the scene,
- reduction of tension,
- equity of treatment of participants,
- provision of information on participants' rights and responsibilities.

USING THE COMPUTATION WORKSHEET

As accident participants are surveyed, the number of ratings as satisfactory should be subtotalled and entered on the following lines of the worksheet (Form 60):

- speed of arrival--line 1;
- reduction of tension--line 2;
- equity of treatment--line 3;
- provision of information--line 4.

Once these sub-totals are entered, lines 1 through 4 should be summed and entered on line 5. The number of respondents should be entered on line 6. Then, the number of respondents (line 6) multiplied by 4 (number of ratings) should be entered on line 7.

Finally, the averaged proportion of accident participants who rate police conduct as satisfactory should be determined by dividing line 5 by line 7, and this value should be entered in the box at line 8.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E4.1.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE

1. Enter the number of respondents rating speed of arrival on the scene to be satisfactory (VAR018)..... _____

2. Enter the number of respondents rating police reduction of tension as satisfactory (VAR019)..... _____

3. Enter the number of respondents rating equity of treatment of accident participants as satisfactory (VAR020).. _____

4. Enter the number of respondents rating provision of information on rights and responsibilities as satisfactory (VAR021)..... _____

5. Enter the total number ratings of accident management as being satisfactory (sum lines 1 through 4)... _____

6. Enter the total number of respondents rating police conduct (VAR022)..... _____

7. Multiply line 6 by 4..... _____

8. Divide line 5 by line 7. This figure is the proportion of accident participants rating as satisfactory or better police conduct in managing the scenes of accidents; it is the value of E4.1.2..... [ ]

Form 60

MEASUREMENT SET 4.1.3

MEASURABLE OBJECTIVE 4.1.3
To minimize traffic congestion.

CORE EFFECTIVENESS MEASURE E4.1.3
Ratio between the actual time required to travel between a sample of geographic points at posted speeds in peak traffic, and optimum time for traveling such routes.

DATA COLLECTION INFORMATION
Data Source: Travel time from test runs Related Measures: None Data Availability: Not currently available in most departments Minimum Study Period: Data Collection Mode: Special-purpose collection Estimated Cost of Collection: $500 (Separate) Measurement Interval: Monthly, quarterly, yearly Directionality: Down

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RATIONALE

Many police departments assign and deploy traffic specialists to reduce vehicular congestion. This objective articulates that purpose and provides an index of success. The actual time required to travel between two points is compared against the optimum travel time--the time required when no traffic is present.

MEASUREMENT STRATEGY

A standard course is established for repeated test drives to determine optimal and actual travel times. Three tests are run and averaged to determine actual time, which is expressed as a multiple of the optimal.

DATA ELEMENTS

VAR023 - Length of time required to travel (1st run) between two geographical points (A and B) in a congested area during peak traffic hours.

VAR024 - Length of time required to travel (2nd run) between A and B in peak traffic.

VAR025 - Length of time required to travel (3rd run) between A and B in peak traffic.

VAR026 - Optimum time to travel between A and B, determined in the absence of traffic.

KEY TERMS

1. Average time is the arithmetic mean time. Stated simply, the average time is equal to the sum of the times from the three test runs, divided by 3, the number of times travelled.

2. Actual time is the amount of elapsed time as determined by test run.

3. The sample of geographical points referred to in the measure sets out the test routes to be driven. These points must be chosen individually for each city. The best way to establish these geographic points is to consult with the department's traffic division to locate areas where an active effort is underway to reduce congestion (that is, impact areas). As examples, a downtown area, a surface street commute route, and an industrial area are three strong candidates. The key factors in selecting geographic points are that they set out routes located in congestion impact locations, and that these routes fall completely or nearly so within the agency's jurisdiction.

4. Peak traffic refers to times of the day when traffic is heavy, such as morning and evening rush hours, noon hour traffic (in some cities), and other times as appropriate to the congestion problem. Special events, signal failures, etc. should be avoided (see below).

5. Optimum time is the amount of time required to traverse a test route when there is no traffic present. The most desirable time period will be one that most closely approximates an ideal standard. For most routes this will probably be pre-dawn hours.

6. Special events, signal failures, and non-routine officer-controlled traffic are types of traffic circumstances over which the police have relatively little control. Therefore, all variables in this measure must exclude consideration of such events.

MEASURE COMPUTATION FORMULA

$$E4.1.3 = \frac{\sum \text{VAR023 thru VAR025}}{3 \times (\text{VAR026})}$$

To calculate measure E4.1.3, first add together the individual timings from each of the three test runs on the congestion impact route A and B (VAR023 thru VAR025). Next, multiply the optimum time for the route (VAR026) by the number of experimental runs (3). Finally, divide the sum of step 1 by the product of step 2. The resulting value represents the ratio of the average time to travel between points A and B during peak traffic, compared to the optimum time for traveling that route.

Measure E4.1.3 should be re-calculated for each congestion impact route established. When multiple routes are computed the ultimate score for the measure should be the average (mean) over all routes.

DATA TABULATION PROCEDURES

To collect data on this measure, test routes are established in conjunction with the department's traffic unit. Test routes must be located in "congestion impact" areas, that is, target areas where traffic specialists are actively trying to minimize congestion. Examples for test routes might include one course through the city's downtown business area, one along a popular commute arterial, and one in an industrial area. Test routes can vary from as short as one-half mile to as long as ten miles, depending on the character of the congestion problem. Downtown routes would tend to be shorter than commute routes.

Once the "congestion impact" routes have been selected, two types of tests must be conducted. One test will establish the optimum time to travel along the congested route. To determine the optimum time, the most favorable possible travel conditions must prevail. Ideally, this would be when the streets are deserted (for instance, pre-dawn hours).

The route is driven with absolute observance of speed and other traffic laws. This test need only be conducted once per test period.

The second test along each "congestion impact" route is designed to provide estimates of the time required to travel the route during peak traffic periods. Depending on the route selected, the hour of the day or night may vary, but the tests should be conducted when congestion is highest. This route, again, must be driven with absolute observance of the law. To mitigate the effect of unusual or exceptional circumstances, the test should be conducted three times for each congestion impact route.

Once the test routes have been selected, three trial runs are conducted under peak traffic conditions and one run in optimum traffic conditions for each congestion impact route. Thus, four runs are conducted along each route per test period. Test periods should be established quarterly.

In conducting a test run, the automobile should be operated with complete observance of speed and other traffic laws. Also, a log should be kept for each test run at each location, noting the length of time taken to travel the route, speed limits observed, length of the route, weather conditions, the date, and time (see Form 61).

Once all test runs have been completed, the total times for peak and optimum traffic conditions for each route should be collected and the measure computed. The tabulation and computation procedures contained in this instruction must be repeated for each congestion impact route established.

USING THE COMPUTATION WORKSHEET

Upon completing all test runs under peak and optimum traffic conditions, the analyst should complete one copy of the Computation Worksheet (Form 62) for each test route (pair of points). Individual times for each set of conditions should be subtotalled and entered on the worksheet as follows:

- time to conduct test #1 at peak traffic--
  line 1;

PPPM
MEASURE E4.1.3

MOTOR VEHICLE CONGESTION TEST

DATE	TIME	DRIVER
WEATHER CONDITIONS		TEST ☐ OPTIMAL ☐ PEAK TRAFFIC

COURSE A-B: DOWNTOWN

Start at the curb in front of the Central Police Facility, on Main Street. Heading north, proceed for one mile to the intersection of Wilson Avenue. Turn right on Wilson and proceed east to Highland Blvd. Turn left at Highland and proceed north to the Westmont fire station at 6172 Highland Blvd, where the course ends.

TIME: _____MINUTES _____SECONDS

COURSE C-D: COMMUTE ROUTE

Start at the curb in front of 2234 Ash Street in the Fairfield district (a densely populated residential area). Proceed west on Ash to Cedar Avenue. Turn north on Cedar and proceed to Stadium Boulevard. On Stadium Blvd. turn right and proceed to the intersection of Stadium Blvd. and Jackson Road. Turn left on Jackson and proceed downtown. Once in the downtown area, turn right on lst Street and proceed to Broad Street. At Broad, turn left and proceed to the Central Library at 777 Broad Street, where the course ends.

TIME: _____MINUTES _____SECONDS

COURSE E-F: HEAVY INDUSTRIAL TRAFFIC

Start at the parking lot of GLK Inc., exiting via the north Enterprise Drive exit. At the exit, turn right and proceed three blocks to Willow Run Road. Turn south on Willow Run and proceed 1/2 mile to Kaiser Blvd. At Kaiser turn right and proceed to the north-bound on-ramp of I-310, where the course ends.

TIME: _____MINUTES _____SECONDS

- time to conduct test #2 at peak traffic--line 2;
- time to conduct test #3 at peak traffic--line 3;
- optimum time to travel the impact route--line 6.

Once the subtotals for the experimental and optimum test runs have been entered, lines 1-3 should be summed and entered on line 4. Then the average time to travel between points A and B should be entered on line 5 (arrived at by dividing line 4 by 3 for the three test runs).

Finally, enter on line 7 the ratio between the average time to travel between points A and B in peak traffic, and the optimum time for traveling that route (arrived at by dividing line 5 by line 6); if only one route is being tested, this quotient is the value of measure E4.1.3. If more than one route is being tested, a separate computation worksheet should be completed for each route, and the ultimate value for E4.1.3 is the average score over all routes.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in ratio....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Ratio....compared to the average departmental ratio over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E4.1.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the time required to travel between points A and B (1st run) at peak traffic (VAR023)..... _____ 2. Enter the time required to travel between points A and B (2nd run) at peak traffic (VAR024)..... _____ 3. Enter the time required to travel between points A and B (3rd run) at peak traffic (VAR025)..... _____ 4. Enter the total time required to travel between points A and B at peak traffic for 3 experimental runs (sum lines 1 through 3)..... _____ 5. Enter the average time to travel between points A and B at peak traffic. (Divide line 4 by the constant 3)..... _____ 6. Enter the optimum time to travel between points A and B (VAR026)..... _____	7. Divide line 5 by line 6. This value represents the ratio between the average time to travel between points A and B in peak traffic, and the optimum time for travelling that route; this quotient is the value of E4.1.3*..... [ ] *If only one route is being tested. If multiple routes are tested, average the scores over all routes to obtain the value of E4.1.3

Form 62

MEASUREMENT SET 4.1.4

MEASURABLE OBJECTIVE 4.1.4

To maximize the proportion of instances in which stranded motorists are assisted in a timely and satisfactory way.

CORE EFFECTIVENESS MEASURE E4.1.4a

Average elapsed time between the time a motorist becomes stranded and the time that police assistance is provided.

DATA COLLECTION INFORMATION

Data Source: Clientele survey

Related Measures: E4.1.2, E4.1.4b, E4.3.1, E5.2.1a, E5.2.1b

Data Availability: Not generally available at present

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,000 (Total Cluster)

Measurement Interval: Yearly or less frequently

Directionality: Down

RATIONALE

One police objective in motorist assistance cases is timely response. This measure gives an estimate (albeit subjective) of the average time a motorist must wait before police assistance is provided.

MEASUREMENT STRATEGY

Data are taken from a clientele survey, through estimates provided by consumers.

DATA ELEMENTS

VAR028 - Total elapsed time between the point at which a motorist becomes stranded and the time that police assistance is provided, as estimated by the motorists.

VAR029 - Number of survey respondents who estimate response time.

KEY TERMS

1. Average time is the arithmetic mean time. It is equal to the sum of the time estimates given by stranded motorists, divided by the number of motorists who gave time estimates.

2. Stranded motorists are motorists who encounter difficulty while traveling in their motor vehicles. The person(s) may become stranded for mechanical, health, or other reasons, but in any case they need help before they can continue on their regular journey.

MEASURE COMPUTATION FORMULA

$$E4.1.4a = \frac{VAR028}{VAR029}$$

To calculate measure E4.1.4a, add up all the time estimates given by each motorist (VAR028). Then divide this sum by the number of stranded motorists who provided estimates of response time (VAR029). The resulting value represents the average elapsed time between the time when a motorist becomes stranded and the time that police assistance is provided.

DATA TABULATION PROCEDURE

The data for this police service measure are taken from a clientele survey. The respondent panel must be drawn from a source that will give a complete listing of officers' activities, both those that are assigned from headquarters and those that are accepted as on-view tasks. In some departments dispatcher records (e.g., dispatch cards, CAD tapes, etc.) will be sufficient to this use, but in other agencies officers might not communicate minor on-views to headquarters. Where communications records are not complete, an alternate source of data may be officers' daily activity logs.

This measure calls for an estimate of elapsed time between the point when a motorist becomes stranded and police assistance is provided. This measure should be conducted in conjunction with E4.1.4b, which calls for a rating of the quality of service.

Once a data source has been established, a list of potential respondents (stranded motorists) must be compiled (columns 1, 2, and 3 of Form 64). From this list, the citizen survey consultant or manager can draw a representative sample, who will be interviewed for the survey.

As each motorist is surveyed, he/she will be asked to estimate the amount of time that elapsed between he/she became stranded and when the police arrived. Time estimates

PPPM

MEASURES
E4.1.4a
E4.1.4b

POLICE ASSISTANCE TO STRANDED MOTORISTS

1. CITIZEN'S NAME (PLEASE PRINT)	2. CITY OF RESIDENCE	3. TELEPHONE NUMBER	4. TIME CITIZEN BECAME STRANDED	5. TIME POLICE ASSISTANCE PROVIDED	6. NET TIME STRANDED (IN MINUTES)	7. PERFORMANCE RATING			
						WAITING TIME		SERVICE RECEIVED	
						SATISFACTORY	UN-SATISFACTORY	SATISFACTORY	UN-SATISFACTORY
COUNT NAMES (VAR029)					TOTAL TIME (VAR 028)	COUNT AYES (VAR030)		COUNT AYES (VAR 031)	

FORM 64

are to be entered in columns 4 and 5 on the data collection sheet. This procedure will be followed until all calls have been completed.

At the end of the interviews, the elapsed times can be calculated and entered in column 6. This column must then be summed, and the total entered in the box at the bottom of the page. Respondents are to be counted and entered in the bottom-box at column 1.

USING THE COMPUTATION WORKSHEET

After all citizens have been surveyed, the individual time estimates should be summed and the total entered on line 1 of the computation worksheet (Form 65). Then the total number of citizens surveyed should be entered on line 2.

Finally, the average response time should be calculated by dividing line 1 by line 2, and this result should be entered on line 3.

APPLICABLE PERFORMANCE STANDARDS
1. Internal Trend Effectiveness Measure Change in time....over the last . one year period . five year period. 2. External Trend Effectiveness Measure Development of External Measure not meaningful under the circumstances. 3. Internal Norm Effectiveness Measure Time....compared to the average departmental time over the last ten years. 4. External Norm Effectiveness Measure Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E4.1.4a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total of all time estimates given by respondents (VAR028)..... _____ 2. Enter the total number of motorist respondents that gave time estimates (VAR029)..... _____	3. Divide line 1 by line 2. This figure is the average time; it is the value of E4.1.4a..... ☐

Form 65

MEASUREMENT SET 4.1.4

MEASURABLE OBJECTIVE 4.1.4
To maximize the proportion of instances in which stranded motorists are assisted in a timely and satisfactory way.

CORE EFFECTIVENESS MEASURE E4.1.4b
Proportion of cases involving assistance to stranded motorists in which police services are rated as satisfactory by the recipient of the assistance in terms of: . waiting time . service received.

DATA COLLECTION INFORMATION
Data Source: Clientele survey
Related Measures: E4.1.2, E4.1.4a, E4.3.1, E5.2.1a, E5.2.1b
Data Availability: Not generally available at present
Minimum Study Period: One year
Data Collection Mode: Special-purpose collection
Estimated Cost of Collection: $1,000 (Separate) $1,000 (Total Cluster)
Measurement Interval: Yearly or less frequently
Dire ionality: Down

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RATIONALE

Another police objective for service to stranded motorists concerns the citizens' satisfaction with that service. This measure gauges satisfaction with both waiting time and the quality of service.

MEASUREMENT STRATEGY

Data are taken from a clientele survey, through ratings given by consumers of the police service.

DATA ELEMENTS

VAR030 - Number of stranded motorists who rated the service as satisfactory, based on waiting time.

VAR031 - Number of stranded motorists who rated the service as satisfactory, based on service received.

VAR029 - Total number of stranded motorists who rated police service.

KEY TERMS

1. Stranded motorists are persons who encounter difficulty while traveling in their motor vehicles. The person(s) may become stranded for mechanical, health, or other reasons, but in any case they need help before they can continue on their regular journey.

2. Waiting time is the elapsed time between the time when the motorist becomes stranded and the time at which assistance is rendered.

3. Service received refers to the quality of assistance provided by the police.

MEASURE COMPUTATION FORMULA

$$E4.1.4b = \frac{VAR030 + VAR031}{2 \times (VAR029)}$$

To calculate measure E4.1.4b, add together the number of stranded motorists who gave satisfactory ratings of waiting time and service received (VAR030 + VAR031). Then divide this sum by the total number of stranded motorists who received and rated police service (VAR029). The resulting value represents the proportion of cases of assistance to stranded motorists in which police service was rated to be satisfactory.

DATA TABULATION PROCEDURES

Data for this measure are taken from a clientele survey, to be conducted in conjunction with E4.1.4a. Directions for drawing the respondent sample, etc., are given in the instruction for that measure.

For purposes of this measure, participants in the survey (respondents) are to be asked at least the following two questions:

1. Did you feel that the police response time you just estimated was satisfactory?
2. All things considered, did you think the service you received was satisfactory?

Affirmative answers to each question will be tallied in columns 7a and 7c respectively, on the Interview Log (Form 64--see E4.1.4a). At the end of the survey these tallies will be summed and entered on the bottom line of the form.

USING THE COMPUTATION WORKSHEET

After the survey results have been tallied, variables should be transferred to the following lines of the worksheet (Form 66):

- satisfactory ratings of waiting time--line 1;
- satisfactory ratings of service received--line 2;
- number of respondents in survey--line 3.

Once these figures have been entered, lines 1 and 2 should be summed and entered on line 4. Line 4 represents the total number of satisfactory ratings of police service by stranded motorists.

Next, multiply the number of respondents by two (the number of ratings per respondent), and enter the product on line 5. Then divide the total number of satisfactory ratings (line 4) by line 5 to obtain a composite rating of client satisfaction with police service to stranded motorists.

PPPM
MEASURES
E4.1.4a
E4.1.4b

POLICE ASSISTANCE TO STRANDED MOTORISTS

1. CITIZEN'S NAME (PLEASE PRINT)	2. CITY OF RESIDENCE	3. TELEPHONE NUMBER	4. TIME CITIZEN BECAME STRANDED	5. TIME POLICE ASSISTANCE PROVIDED	6. NET TIME STRANDED (IN MINUTES)	7. PERFORMANCE RATING			
						WAITING TIME		SERVICE RECEIVED	
						SATISFACTORY	UN-SATISFACTORY	SATISFACTORY	UN-SATISFACTORY
COUNT NAMES (VAR029)					TOTAL TIME (VAR028)	COUNT AYES (VAR030)		COUNT AYES (VAR031)	

FORM 64

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E4.1.4b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

1. Enter the number of stranded motorists who received police assistance and rated police service as satisfactory or better based on waiting time (VAR030)..... _____

2. Enter the number of stranded motorists who received police assistance and rated police service as satisfactory or better based on the service received (VAR031)..... _____

3. Enter the total number of stranded motorists who received police assistance and rated police service (VAR029)..... _____

COMPUTATION PROCEDURE

4. Add together lines 1 and 2, and enter the total number of satisfactory ratings..... _____

5. Multiply line 3 by 2..... _____

6. Divide line 4 by line 5. This figure is the proportion of cases in which police service to stranded motorists are rated as satisfactory, based on waiting time and service received; it is the value of E4.4.1b..... [ ]

Form 66

MEASUREMENT SET 4.2.1

MEASURABLE OBJECTIVE 4.2.1
To minimize the loss of life and degree of injury in all medical emergencies coming to the attention of the police.

CORE EFFECTIVENESS MEASURE E4.2.1
Proportion of cases in which hospital emergency personnel rate the appropriateness and timeliness of police emergency medical assistance to be satisfactory.

DATA COLLECTION INFORMATION
Data Source: Ratings by hospital personnel Related Measures: None Data Availability: Not generally available at present Minimum Study Period: One month Data Collection Mode: Continuous Estimated Cost of Collection: $750 (Separate) Measurement Interval: Monthly, quarterly, yearly Directionality: Up

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RATIONALE

A common police service objective entails the provision of emergency medical assistance to people who become ill or injured. This measure assesses the appropriateness and timeliness of that service.

MEASUREMENT STRATEGY

Hospital emergency room personnel are asked to rate police service on each case in which there is police involvement.

DATA ELEMENTS

VAR032 - Number of incidents in which hospital emergency personnel rate the appropriateness of police emergency medical assistance to be satisfactory.

VAR033 - Number of incidents in which hospital emergency personnel rate the timeliness of police emergency medical assistance to be satisfactory.

VAR034 - Total number of incidents in which hospital emergency personnel rate police medical assistance.

KEY TERMS

1. The standard for determining the appropriateness of police emergency medical assistance is whether, in the professional judgement of qualified emergency room personnel, the action taken by the officer (providing or withholding

medical assistance) was satisfactory under the circumstances. The officer's action should be examined to determine whether the assistance rendered was reasonable and complies with minimum standards of acceptability given the circumstances of the injury or illness and police involvement.

2. The standard for determining the timeliness of police emergency medical assistance is whether, in the professional judgement of qualified emergency room personnel, the action taken by the officer (providing or withholding medical assistance) was provided in time to minimize further injury or loss of life.

3. Police emergency medical assistance refers to such first aid services as giving mouth-to-mouth resuscitation, treating burns, acting to prevent shock, stopping bleeding, properly using tourniquets, etc.

MEASURE COMPUTATION FORMULA

$$E4.2.1 = \frac{VAR032 + VAR033}{2 \times (VAR034)}$$

To calculate measure E4.2.1, add together the total number of incidents in which hospital emergency personnel rate the appropriateness (VAR032) and timeliness (VAR033) of police emergency medical assistance to be satisfactory. This sum is then divided by twice the number of cases rated by hospital emergency personnel (VAR034). The resulting value represents the proportion of incidents in which hospital emergency personnel rate the appropriateness and timeliness of police emergency medical assistance to be satisfactory.

DATA TABULATION PROCEDURE

Data for this measure are taken from ratings supplied by hospital emergency room personnel. Cooperative arrangements should be established with local hospitals to obtain these ratings.

After each case is treated, the attending physician or nurse should complete a form rating the satisfactoriness of emergency medical assistance provided by police officers at the scene of the emergency. As illustrated on the attached form (see Form 67), ratings should focus on the appropriateness and timeliness of the medical assistance that was provided.

Rating forms should be completed for each emergency case brought in by the police where medical assistance was provided or should have been provided. At the end of each month, forms should be collected from all participating hospitals and tabulated.

Once the department receives the rating forms from the hospital, tallies should be made of the number of satisfactory ratings given for both timeliness and appropriateness, plus the total number of cases rated. The tally sheet (Form 68) will give guidance in this process.

USING THE COMPUTATION WORKSHEET

Transfer the rating subtotals to the computation worksheet (Form 69) as follows:

- Number of cases in which the appropriateness of medical assistance is rated satisfactory--line 1;
- Number of cases in which the timeliness of medical assistance is rated satisfactory--line 2.

Once the subtotals have been entered, lines 1 and 2 are summed and entered on line 3. Line 3 represents the total number of cases in which the appropriateness and timeliness of medical assistance was rated as satisfactory.

PPPM
MEASURE
E4.2.1

POLICE DEPARTMENT
EMERGENCY MEDICAL ASSISTANCE RATING FORM

ONE OBJECTIVE OF POLICE SERVICE IS TO MINIMIZE THE LOSS OF LIFE AND DEGREE OF INJURY IN MEDICAL EMERGENCIES COMING TO THE ATTENTION OF THE POLICE.

TO HELP US DETERMINE IF THIS OBJECTIVE IS BEING ACHIEVED, PLEASE RATE THE SATISFACTORINESS OF POLICE PERFORMANCE ON THIS CASE IN THE FOLLOWING TWO AREAS:

1. APPROPRIATENESS OF MEDICAL ASSISTANCE FOR THIS CASE.

   ☐ SATISFACTORY

   ☐ UNSATISFACTORY

2. TIMELINESS OF MEDICAL ASSISTANCE FOR THIS CASE.

   ☐ SATISFACTORY

   ☐ UNSATISFACTORY

FORM 67

PPPM
MEASURE
E4.2.1

TALLY SHEET
POLICE
MEDICAL ASSISTANCE RATINGS

DATE	APPROPRIATENESS		TIMELINESS	
	SATISFACTORY	UNSATISFACTORY	SATISFACTORY	UNSATISFACTORY

PPPM
MEASURE
E4.2.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of cases in which the appropriateness of medical assistance was rated to be satisfactory (VAR032)..... _____	5. Multiply line 4 by 2..... _____
2. Enter the number of cases in which the timeliness of medical assistance was rated to be satisfactory (VAR033)..... _____	6. Divide line 3 by line 5, and enter the proportion of cases in which hospital emergency personnel rate the appropriateness and timeliness of police emergency medical assistance to be satisfactory; this is the value of E4.2.1..... [ ]
3. Enter the total number of incidents where both the appropriateness and the timeliness of medical assistance was rated as satisfactory (sum lines 1 and 2)..... _____	
4. Enter the total number of incidents where the police medical assistance was rated (VAR034)..... _____	

Form 69

MEASUREMENT SET 4.2.2

MEASURABLE OBJECTIVE 4.2.2

To maximize the safety of the individual citizen's person and property in situations where the circumstances or limitations of the citizen require extraordinary police attention, such as:

- providing escorts when special safety or security problems exist,
- aiding the aged and infirmed in potentially difficult or dangerous situations,
- protecting persons and property under serious threat of harm.

CORE EFFECTIVENESS MEASURE E4.2.2

Proportion of the reported incidents in which the individual citizen's person and property are satisfactorily protected in situations in which the circumstances or limitations of the citizen require extraordinary police attention, in at least each of the following categories:

- providing escorts when special safety or security problems exist,
- aiding the aged and infirmed in potentially difficult or dangerous situations,
- protecting persons and property under serious threat of harm or damage.

DATA COLLECTION INFORMATION

Data Source: Officers' daily activity log

Related Measures: None

Data Availability: Data presently available in many departments--may require slight modification of forms, etc.

Minimum Study Period: One month
Data Collection Mode: Continuous
Estimated Cost of Collection: $1,000 (Separate)
Measurement Interval: Monthly, quarterly, yearly
Directionality: Up

RATIONALE

This objective expresses a department's goals in providing protective or safety services, such as escorts, assistance to the aged and infirmed, and protective custody. The measure expresses successful services as a fraction of the total services rendered.

MEASUREMENT STRATEGY

Data are taken from a tally of information on officers' daily activity logs.

DATA ELEMENTS

VAR035 - Number of reported incidents in which the individual citizen's person and property are satisfactorily protected by providing escorts when special safety or security problems exist.

VAR036 - Number of reported incidents in which the individual citizen's person and property are satisfactorily protected by aiding the aged and infirmed in potentially difficult and dangerous situations.

VAR037 - Number of reported incidents in which the individual citizen's person and property are satisfactorily preserved by protecting persons under serious threat of harm or damage.

VAR038 - Total number of reported incidents in which individual citizens' person or property required extraordinary police attention due to their circumstances or limitations.

KEY TERMS

1. Reported incidents are equivalent to requests by a citizen for police assistance.

2. Safety of the individual citizen's person and property is satisfactorily protected means that the person(s) to whom service was rendered did not sustain loss, injury, or harm from the source originally expected, or from an alternative source that might reasonably have been anticipated or met.

3. Circumstances or limitations of the citizen can refer to but is not limited to, things like the movement of large sums of money, the arrival of the President of the United States in town, providing extra patrol in areas where the elderly are being mugged with high frequency, etc.

4. Escorts are short-term protective services given when a citizen requests police officers to accompany him or her because of unusual risk or emergency (such as carrying a large sum of money to the bank).

5. Safety services to the aged or infirm include any form of assistance given to such persons for the purpose of protecting them from harm.

6. Protective services (because of threats) may include any form of special shelter or guard duty performed for persons such as public figures, witnesses, or other persons subjected to extraordinary, personally-directed danger or intimidation.

MEASURE COMPUTATION FORMULA

$$E4.2.2 = \frac{\sum \text{VAR035 thru VAR037}}{\text{VAR038}}$$

To calculate measure E4.2.2, add together the number of reported incidents in which the safety of the individual citizen's person and property is satisfactorily protected in situations where the circumstances or limitations of the citizen require extraordinary police attention (VAR035 thru VAR037). Then divide this sum by the total number of incidents in which the individual citizens were given extraordinary police attention due to their circumstances or limitations (VAR038). The resulting value represents the proportion of such incidents in which satisfactory protection was rendered.

DATA TABULATION PROCEDURES

In order to collect data for this measure, it is necessary to establish procedures that will inform the performance measurement analysts of all cases of protective service and all attempts to provide that service that were unsuccessful. Any method that will accomplish this task reliably will serve. One such method involves the preparation of a Protective Service Report, as illustrated by Form 70, whenever such a service is rendered. Another method, which would involve less paperwork but more labor, would be to examine individual officers daily activity logs.

However notice of protective service is conveyed to the analyst, cases should be recorded on the Protective Services Log (Form 71). At the end of each reporting period, a tally should be taken of the entries in Columns 1 (VAR038), 3a (VAR 035), 4a (VAR036), and 5a (VAR037).

PPPM
MEASURE
E4.2.2

PROTECTIVE SERVICE REPORT

DATE _____ INCIDENT NUMBER _____

OFFICER NAME _____ BADGE NUMBER _____

UNIT _____

TYPE OF SERVICE PROVIDED:

- ☐ VIP ESCORT
- ☐ OTHER ESCORT
- ☐ AIDING THE AGED
- ☐ WITNESS SECURITY
- ☐ OTHER PROTECTIVE CUSTODY
- ☐ BOMB THREAT INVESTIGATION
- ☐ OTHER _____

RESULT OF SERVICE (BRIEFLY DESCRIBE WHAT HAPPENED): _____

_____

_____

_____

_____

1. WAS ANYONE INJURED DURING THE PROVISION OF SERVICE? YES ☐ NO ☐

   TYPE OF INJURY _____

2. WAS ANY PROPERTY DAMAGED DURING PROVISION OF SERVICE? YES ☐ NO ☐

   TYPE OF DAMAGE _____

3. WERE ANY OTHER REPORTS FILED IN CONJUNCTION WITH THIS INCIDENT? YES ☐ NO ☐

   CASE NUMBER _____

FORM 70

PPPM
MEASURE
E4.2.2

PROTECTIVE SERVICE LOG

1. INCIDENT NUMBER	2. DATE	3. ESCORT PROVISION		4. AIDING THE AGED		5. PROTECTING PERSONS AND PROPERTY	
		a. SATISFACTORILY PROTECTED	b. NOT SATISFACTORILY PROTECTED	a. PROTECTED	b. NOT PROTECTED	a. PROTECTED	b. NOT PROTECTED

3. Internal Norm Effectiveness Measure

Proportion...compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E4.2.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the number of: 1. Reported incidents in which the safety of the individual person is satisfactorily protected in the following situations: a. Escorts (VAR035)..... ____ b. Aiding the aged/infirmed (VAR036).. ____ c. Persons under serious threat of harm (VAR037)..... ____ d. Total satisfactorily protected incidents (sum 1a through 1c)..... ____ 2. Instances where protective service was provided (VAR038)..... ____	3. Divide line 1d by line 2. This figure is the proportion of reported incidents in which the individual citizen's person and property are satisfactorily protected in situations in which the circumstances or limitations of the citizen require extraordinary police attention; it is the value of E4.2.2... [ ]

Form 72

MEASUREMENT SET 4.2.3

MEASURABLE OBJECTIVE 4.2.3
To maximize the number of missing persons that are located.

CORE EFFECTIVENESS MEASURE E4.2.3
Proportion of: . adults . juveniles who are reported missing and are subsequently located through police action.

DATA COLLECTION INFORMATION
Data Source: Missing persons incident reports or log Related Measures: None Data Availability: Most data currently available - requires tabulation Minimum Study Period: One month Data Collection Mode: Continuous Estimated Cost of Collection: $500 (Separate) Measurement Interval: Monthly, quarterly, yearly Directionality: Up

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RATIONALE

This objective establishes the department's goals for missing persons investigations. The measure compares the number of persons found against the number reported missing.

MEASUREMENT STRATEGY

Data are taken from a tally of missing persons reports.

DATA ELEMENTS

VAR039 - Number of juveniles who are reported missing and then located through police action.

VAR040 - Number of adults who are reported missing and then located through police action.

VAR041 - Total number of juveniles reported missing.

VAR042 - Total number of adults reported missing.

KEY TERMS

1. Adults are persons above the legal age of majority as determined by state law.

2. Juveniles are persons below the legal age of majority as determined by state law.

3. Persons reported missing are those persons on whom an official missing persons report is completed by a police department representative.

4. Location through police action is the successful closure of a missing person case. That is, a person who was previously reported missing is subsequently found due to efforts of the police.

MEASURE COMPUTATION FORMULA

$$E4.2.3 = \frac{VAR039 + VAR040}{VAR041 + VAR042}$$

To calculate measure E4.2.3, first add together the number of juveniles and adults who are located through police action (VAR039 plus VAR040). Next add together the total number of juveniles and adults reported missing (VAR041 plus VAR042). Finally, divide the number located by the number reported missing. The resulting value represents the proportion of missing persons who are located through police action.

DATA TABULATION PROCEDURES

Data for this measure are taken from missing persons incident reports. As each missing person report is filed, a tally is entered on the tally sheet (Form 73) according to whether the missing person was a juvenile or an adult, and whether she/he was reported missing, located through police efforts, or located independently. At the end of each month tallies are totalled for transfer to the computation worksheet.

FPPM
MEASURE
E4.2.3

TALLY SHEET
LOCATION OF CITIZENS THROUGH POLICE ACTION

MONTH_____,19___

	REPORTED MISSING	VAR	LOCATED THRU POLICE STATION	VAR	LOCATED INDEPENDENTLY
ADULTS		041		039	
JUVENILES		042		040	
TOTAL					

FORM 73

USING THE COMPUTATION WORKSHEET

At the end of each month, cells in the tally sheet are totalled, and these sums are transferred to the computation worksheet. Entries should be made on the following lines:

- number of juveniles who are located through police action--line 1;
- number of adults who are located through police action--line 2;
- number of juveniles reported missing--line 3;
- number of adults reported missing--line 4.

Next, sum lines 1 and 2 and lines 3 and 4, entering the totals on lines 5 and 6, respectively. Line 5 represents the total number of missing persons who are located through police action, while line 6 represents the total number of persons reported missing.

Finally, determine the proportion of persons reported missing who are subsequently located through police action, by dividing line 5 by line 6. This result is then entered on line 7, and it represents the extent to which the police are successful at maximizing the number of persons who are reported missing and are subsequently located.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over the last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E4.2.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of missing juveniles who are located through police action (VAR039)..... _____	5. Enter the total number of missing persons who are located through police action (sum lines 1 and 2)..... _____
2. Enter the number of missing adults who are located through police action (VAR040)..... _____	6. Enter the total number of persons reported missing (sum lines 3 and 4)... _____
3. Enter the number of juveniles reported missing (VAR041)..... _____	7. Divide line 5 by line 6; enter the proportion of adults and juveniles reported missing who are located through police action. This is the value of E4.2.3..... [ ]
4. Enter the number of adults reported missing (VAR042)..... _____	

Form 74

MEASUREMENT SET 4.2.4

MEASURABLE OBJECTIVE 4.2.4
To maximize the number of articles and the value of property found and returned to owners.

CORE EFFECTIVENESS MEASURE E4.2.4a
Proportion of found articles that are returned to owners.

DATA COLLECTION INFORMATION
Data Source: Found property log Related Measures: E2.4.1, E2.4.2, E4.2.4b Data Availability: Data currently available in most departments Minimum Study Period: One month Data Collection Mode: Continuous Estimated Cost of Collection: $1,000 (Separate) $3,000 (Cluster) Measurement Intervals: Monthly, quarterly, yearly Directionality: Up

RATIONALE
This objective relates to the found property function. The current measure, M4.2.4a, reflects one aspect of a department's success. Returned articles are expressed as a fraction of all found articles.

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MEASUREMENT STRATEGY

Data are taken from a count of articles registered as found or returned on a log in the department's found property repository.

DATA ELEMENTS

VAR043 - Number of found articles that are returned to owners.

VAR044 - Total number of found articles that are received by the police.

KEY TERMS

1. Found articles refers to items of property that have been discovered by a citizen or a police officer, turned in to the police department, and have not been determined to have been stolen. Found articles should be counted in the way that makes the most sense. For example, if a suitcase is found and turned in, it may contain clothes, sunglasses, and other items. However, it should only be counted as one article, under the assumption that articles which contain other smaller articles should be viewed in the aggregate and logged as one item.

2. For an article to be considered returned to its owner, the police must have determined who the owner is and released that article to the owner or his/her representative. Articles that are retained in police custody, auctioned off, or otherwise disposed of are not to be considered returned to their owners.

MEASURE COMPUTATION FORMULA

$$E4.2.4a = \frac{VAR043}{VAR044}$$

To calculate measure E4.2.4a, divide the number of found articles that are returned to their owners (VAR043) by the total number of found articles (VAR044). The resulting value represents the proportion of found articles that are returned to their owners.

DATA TABULATION PROCEDURE

Data for this measure are taken from a log maintained in the department's found property repository (see Form 75 for an example). As each article is received it must be entered in the log. When articles are removed from storage, either for return or for other disposal, they must likewise be logged out.

At the end of each month, log sheets are assembled, and a count is made of the number of articles received (VAR044) and the number returned to owners (VAR043).

USING THE COMPUTATION WORKSHEET

The number of found articles that have been returned to their owners should be entered on line 1. Then the total number of found articles turned into the police should be entered on line 2.

Finally the proportion of found articles that are returned to owners (arrived at by dividing line 1 by line 2) should be entered on line 3.

PPPM
MEASURES
E4.2.4a
E4.2.4b

FOUND PROPERTY LOG

DATE	DESCRIPTION OF ARTICLE	APPROXIMATE VALUE	OWNER	RELEASE		
				OWNER	AUCTION	OTHER (EXPLAIN)

PPPM
MEASURE
E4.2.4a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the number of: 1. Found articles returned to owners (VAR043)..... ____ 2. Found articles received by the police (VAR044)..... ____	3. Divide line 1 by line 2. This figure is the proportion of found articles returned to owners; it is the value of E4.2.4a..... ☐

Form 76

MEASUREMENT SET 4.2.4

MEASURABLE OBJECTIVE 4.2.4

To maximize the number of articles and the value of property found and returned to owners.

CORE EFFECTIVENESS MEASURE E4.2.4b

Proportion of the value of found articles that are returned to their owners.

DATA COLLECTION INFORMATION

Data Source: Found property log

Related Measures: E4.2.4a

Data Availability: Data currently available in most departments

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $1,000 (Separate)
$3,000 (Cluster)

Directionality: Up

RATIONALE

This objective relates to the found property function. The measure gives a complementary (to E4.2.4a) indication of a department's success in returning found property, by expressing the value of property returned as a proportion of the value found.

MEASUREMENT STRATEGY

Data are taken from value estimates recorded in the found property log, maintained in the department's found property repository.

DATA ELEMENTS

VAR045 - Value of found articles that are returned to owners.

VAR046 - Total value of found articles received by the police.

KEY TERMS

1. Found articles refers to items of property that have been discovered by a citizen or a police officer, turned into the police department, and have not been determined to have been stolen.

2. The value of found articles should be the fair market value, as determined by an appraisal conducted by some person (for instance, a detective specializing in fencing or stolen property possession crimes) qualified as an appraiser of miscellaneous personal property.

3. For an article to be considered returned to its owner, the police must have determined who the owner is, and released that article to the owner or his/her representative. Articles that are retained in police custody, auctioned off, or otherwise disposed of are not to be considered returned to their owners.

MEASURE COMPUTATION FORMULA

$$E4.2.4b = \frac{VAR045}{VAR046}$$

To calculate measure E4.2.4b, divide the value of the found articles that are returned to their proper owners (VAR045) by the total value of found articles (VAR046). The resulting value represents the proportion of value of found articles returned to owners.

DATA TABULATION PROCEDURE

Data for this measure are taken from a log maintained in the department's found property repository (see Form 75 for an example). As each article is received and entered into the log, its fair market value should be assigned by a qualified individual. When articles are removed from storage to be returned to their rightful owners, a tally must be kept of the cumulative value of those articles.

At the end of the month, log sheets are assembled, and a tally is made of the value of found articles received (VAR046) and the value of articles returned to their owners (VAR045).

PPPM
MEASURES
E4.2.4a
E4.2.4b

FOUND PROPERTY LOG

DATE	DESCRIPTION OF ARTICLE	APPROXIMATE VALUE	OWNER	RELEASE		
				OWNER	AUCTION	OTHER (EXPLAIN)

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E4.2.4b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
Enter the total value of: 1. The found articles that have been returned to their owners (VAR045)..... _____ 2. All found articles received by the police (VAR046)..... _____	3. Divide line 1 by line 2. This figure is the proportion of value of found articles that have been returned to their owners; it is the value of E4.2.4b.....

Form 77

MEASUREMENT SET 4.3.1

MEASURABLE OBJECTIVE 4.3.1

To maximize the convenience, effectiveness, and courtesy of police response to citizens' requests for information and assistance.

CORE EFFECTIVENESS MEASURE E4.3.1

Proportion of citizens who have requested information or assistance, and are satisfied with the convenience, effectiveness, and courtesy of the response.

DATA COLLECTION INFORMATION

Data Source: Clientele survey

Related Measures: E4.1.2, E4.1.4a, E4.1.4b, E5.2.1a, E5.2.1b

Data Availability: Not currently available in most departments

Measurement Interval: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,000 (Total Cluster)

Directionality: Up

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RATIONALE

This objective expresses the goal of quality in providing miscellaneous information and assistance to citizens. The measure is designed to assess the convenience, effectiveness, and courtesy of a department's response to minor requests for information or assistance.

MEASUREMENT STRATEGY

Persons who make such requests are called back in a clientele survey and asked to give their appraisals of the service they received.

DATA ELEMENTS

VAR047 - Number of clients who are surveyed and indicate satisfaction with the convenience of the intake system.

VAR048 - Number of clients who are surveyed and indicate satisfaction with the effectiveness of the intake system.

VAR049 - Number of clients who are surveyed and indicate satisfaction with the courtesy of the response they received.

VAR050 - Total number of citizens who respond to the survey questions.

KEY TERMS

1. Citizen requests for information or assistance are calls that can be handled on the spot or over the telephone. The term does not refer to service calls for which a police officer must be dispatched, such as requests for assistance as a result of a criminal act, or calls for help to stranded motorists. Information and assistance in this case mean those instances where communication alone is the primary purpose of the request.

2. Clients who are surveyed refers to citizens who have requested information or assistance and who are later asked to help assess the service they received.

3. Satisfaction with the request intake system involves the subjective appraisal of the citizen as to whether the police were able to respond to his/her need as might reasonably be expected.

4. Convenience of the response is the ability of the police to respond to requests promptly and directly, without excessive referrals to successive offices ("buck-passing").

5. Effectiveness of the response is the ability of the police to give responses that are reliable and authoritative.

6. Courtesy of the response refers to whether or not the police were cooperative and polite, as judged by the citizen

MEASURE COMPUTATION PROCEDURE

$$E4.3.1 = \frac{\sum \text{VAR047 thru VAR049}}{3 \times \text{VAR050}}$$

To calculate measure E4.3.1, add together the number of clients who indicate satisfaction with the convenience (VAR 047), effectiveness (VAR048), and the courtesy (VAR049) of the police response. This sum is then divided by three times the number of clients who are surveyed (VAR050). The resulting value reflects the proportion of citizens who have requested information and/or assistance and are satisfied with the accuracy of the information and the courtesy of the response.

DATA TABULATION PROCEDURES

The data for this measure are ratings supplied by participants in a police clientele survey. See related measures (especially E1.1.2) for general comments on public surveys.

This measure calls for responses from citizens who have requested information or assistance. Potential participants in the survey are therefore persons who have requested information or assistance from the department. To obtain a pool of such respondents, communications operators (or whoever services information requests) must record the names and telephone numbers of persons who call in these requests. Once identified, a representative sample of such citizens is then contacted, either by the department or by an outside consultant, to determine whether they were satisfied with the convenience and effectiveness of the request intake system.

If the citizen says that he/she was satisfied with the convenience, effectiveness, or courtesy of the response, then an "X" should be placed in the appropriate column on the data collection form (See Form 78). If the citizen was not satisfied with the system, then no mark should be placed in the column.

This data will be tabulated until the entire pool of citizens has been contacted. At the end of the survey, citizen responses will be tallied and transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

First, count the types of calls received and enter subtotals on the worksheet as follows:

- Number of citizens requesting information or assistance who are satisfied with the convenience of the response--line 1;
- Number of citizens requesting information or assistance who are satisfied with the effectiveness of the response--line 2;
- Number of citizens requesting information or assistance who are satisfied with the courtesy of the response--line 3.

PPPM
MEASURE E4.3.1

CITIZEN SATISFACTION WITH SERVICE REQUESTS FOR INFORMATION OR ASSISTANCE

1. CITIZEN'S NAME (PLEASE PRINT)	2. TELEPHONE NUMBER	3. SATISFACTION					
		a. CONVENIENCE		b. EFFECTIVENESS		c. COURTESY	
		YES	NO	YES	NO	YES	NO

CONTINUED

5 OF 7

Once the subtotals for citizens who requested information and assistance have been completed, lines 1 and 2 are summed, with the total entered on line 4. Then the total number of clients surveyed should be entered on line 5, and tripled on line 6.

Line 7 requests the proportion of citizens who have requested information or assistance and are satisfied with the accuracy of the information and the courtesy of the response. This is calculated by dividing line 4 by line 6. Line 7 then represents the extent to which citizens are satisfied with the accuracy of information and the courtesy of the response by the police.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E4.3.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of citizens who are satisfied with the convenience of the police response (VAR047)..... _____	6. Multiply line 5 by 3..... _____
2. Enter the number of citizens who are satisfied with the effectiveness of the police response (VAR048)..... _____	7. Divide line 4 by line 6, and enter the proportion of citizens who have requested information or assistance and are satisfied with the accuracy of the information and the courtesy of the response. This is the value of E4.3.1..... [ ]
3. Enter the number of citizens who are satisfied with the courtesy of the response received (VAR049)..... _____	
4. Add together lines 1, 2, and 3..... _____	
5. Enter the total number of clients surveyed (VAR050)..... _____	

Form 80

MEASUREMENT SET 4.4.1

MEASURABLE OBJECTIVE 4.4.1
To maximize the level and quality of service provided to other elements of the criminal justice system, such as serving warrants and subpoenas.

CORE EFFECTIVENESS MEASURE E4.4.1a
Proportion of warrants that are served.

DATA COLLECTION INFORMATION
Data Source: Warrant unit log Related Measures: E4.4.1b Data Availability: Data not currently available in most departments Measurement Interval: One month Data Collection Mode: Continuous Estimated Cost of Collection: $500 (Separate) $750 (Cluster) Directionality: Up

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RATIONALE

This objective relates goals for service to the criminal justice system. To document the police department's effectiveness in serving warrants, this measure represents the warrants that are served as a fraction of all warrants issued to the department. Inasmuch as nearly all search warrants are served, the measure focuses solely on arrest warrants.

MEASUREMENT STRATEGY

Data are taken from a log, to be maintained by the department's central warrant bureau.

DATA ELEMENTS

VAR058 - Number of warrants that are served.

VAR059 - Number of warrants that are issued, and sent to the police for service.

KEY TERMS

1. Warrants served. This measure is intended to focus solely on arrest (not search) warrants. An arrest warrant is a writ issued by a judge or other competent authority, requiring the police to arrest the person named, and to bring him before the court to answer for some offense that he is charged with having committed. The number of warrants served therefore, is the number of persons successfully brought before the court pursuant to warrant.

MEASURE COMPUTATION FORMULA

$$E4.4.1a = \frac{VAR058}{VAR059}$$

To calculate measure E4.4.1a, divide the number of warrants that are served (VAR058) by the total number of warrants issued (VAR059). The resulting value, which should range between 0.00 and 1.00, represents the proportion of warrants that are served.

DATA TABULATION PROCEDURE

Since most large departments maintain central warrant bureaus, the data for this measure can be taken from a log of warrants, to be maintained by that unit or the records division. An example of that log is given as Form 86. As each warrant is received by the unit, an entry is made in columns 1-4 of the log. When the warrant is served, columns 5 and 6 are completed.

Provision must further be made for the warrant unit to be notified (and an entry made) for every warrant issued to and served by officers from other units of the department.

At the end of each month (or study period of a different duration), the numbers of warrants received and served (entries in columns 4 and 5) are counted.

USING THE COMPUTATION WORKSHEET

At the end of each month, counts must be transferred to the computation worksheet (Form 87). The number of warrants served (VAR058) should be entered on line 1 of the worksheet. Then, the total number of warrants issued to the police for service (VAR059) should be entered on line 2.

PPPM
MEASURES
E4.4.1a
E4.4.1b

WARRANT LOG

MONTH OF _____, 19 ____

1. WARRANT IDENTIFICATION NUMBER	2. NAME	3. ASSIGNED TO (UNIT)	4. DATE WARRANT RECEIVED	5. DATE WARRANT SERVED	6. NET TIME TO SERVE WARRANTS (IN DAYS)

PPPM
MEASURE
E4.4.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of warrants that have been served (VAR058)....._____ 2. Enter the total number of warrants that were issued to the department (VAR059).._____	3. Divide line 1 by line 2. This figure is the proportion of warrants that have been served; it is the value of E4.4.1a.....

Form 87

MEASUREMENT SET 4.4.1

MEASURABLE OBJECTIVE 4.4.1

To maximize the level and quality of service provided to other elements of the criminal justice system, such as serving warrants and subpoenas.

CORE EFFECTIVENESS MEASURE E4.4.1b

Average time elapsed between the receipt of warrants by the police and their service.

DATA COLLECTION INFORMATION

Data Source: Warrant unit log

Related Measures: E4.4.1b

Data Availability: Data not currently available in most departments

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$750 (Cluster)

Directionality: Down

RATIONALE

This objective relates goals for service to the criminal justice system. A second aspect of performance in the function of serving warrants is the promptness with which service is undertaken. This measure represents that promptness as an average of elapsed times. As with E4.4.1a, this measure considers only arrest (not search) warrants.

MEASUREMENT STRATEGY

Data are taken from a log, to be maintained by the department's central warrant bureau.

DATA ELEMENTS

VAR060 - Total of elapsed times between receipt of warrants and their service by the police.

VAR058 - Number of warrants that are served.

KEY TERMS

1. Average time refers to the arithmetic mean time. It is equal to the total of the elapsed time to serve all warrants divided by the number of warrants that are served.

2. Warrants served. This measure is intended to focus solely on arrest (not search) warrants. An arrest warrant is a writ issued by a judge or other competent authority, requiring the police to arrest the person named, and to bring him

before the court to answer for some offense that he is charged with having committed. The number of warrants served therefore, is the number of persons successfully brought before the court pursuant to warrant.

MEASURE COMPUTATION FORMULA

$$E4.4.1b = \frac{VAR060}{VAR058}$$

To calculate measure E4.4.1b, the total of time expired between issuance and service of warrants is first added together (VAR060). This sum is then divided by the number of warrants served (VAR058). The resulting value represents the average time elapsed between receipt of warrants by police and service.

DATA TABULATION PROCEDURE

Data for this measure can be taken from a log of warrants (Form 86) to be maintained by the police department's central warrant unit or records division. See measure E4.4.1a for details of that log. As each warrant is received by the unit, an entry is made in columns 1-4 of the log. When the warrant is served, columns 5-6 are completed.

Provision must further be made for the warrant unit to be notified (and an entry made) for every warrant issued and served by officers from other units of the department.

At the end of each month (or other study period), the elapsed time taken to serve warrants (col. 6) and the number of warrants served (col. 5) must be summed. These figures will then be transferred to the computation worksheet.

PPPM
MEASURES
E4.4.1a
E4.4.1b

WARRANT LOG

MONTH OF _____, 19 _____

1. WARRANT IDENTIFICATION NUMBER	2. NAME	3. ASSIGNED TO (UNIT)	4. DATE WARRANT RECEIVED	5. DATE WARRANT SERVED	6. NET TIME TO SERVE WARRANTS (IN DAYS)

3. Internal Norm Effectiveness Measure

Time....compared to the average departmental time over the last ten years.

4. External Norm Effectiveness Measure

Time....compared to the average time for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E4.4.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total elapsed time for service of warrants (VAR060)..... _____ 2. Enter the number of warrants served (VAR058)..... _____	3. Divide line 1 by line 2. This figure is the average time elapsed between receipt of warrants by the police and their service; it is the value of E4.4.1b..... [ ]

Form 88

MEASUREMENT SET 4.4.1

MEASURABLE OBJECTIVE 4.4.1

To maximize the level and quality of service provided to other elements of the criminal justice system, such as serving warrants and subpoenas.

CORE EFFECTIVENESS MEASURE E4.4.1c

Proportion of subpoenas that are served.

DATA COLLECTION INFORMATION

Data Source: Subpoena log

Related Measures: E4.4.1d

Data Availability: Data not currently available in most departments

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$750 (Cluster)

Directionality: Up

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RATIONALE

This objective relates goals for service to the criminal justice system. To document the police department's effectiveness in serving subpoenas, this measure represents the subpoenas that are served as a fraction of all subpoenas issued to the department.

MEASUREMENT STRATEGY

Data are taken from a log to be maintained by the department's central warrant bureau.

DATA ELEMENTS

VAR061 - Number of subpoenas that are served.

VAR062 - Total number of subpoenas issued to the department.

KEY TERMS

1. A subpoena is an order from the court for a witness to appear and give testimony before a judge.

2. Service of a subpoena is the delivery of the subpoena; that is, the person named is given the order to appear before the court.

MEASURE COMPUTATION FORMULA

$$E4.4.1c = \frac{VAR061}{VAR062}$$

To calculate measure E4.4.1c, add together the number of subpoenas served (VAR061). This sum is then divided by the total number of subpoenas issued to the department (VAR062). The resulting value represents the proportion of subpoenas that are served.

DATA TABULATION PROCEDURE

Data for this measure can be taken from a log of subpoenas, to be maintained by the police warrant unit or records division (see Form 89 as an example of the log).

As each subpoena is received by the unit, an entry is made in columns 1-4 of the log. When the subpoena is served, columns 5-6 are completed.

Provision must further be made for the unit to be notified (and an entry made) for every subpoena issued and served by officers from other units of the department.

At the end of each month (or other study period) the numbers of subpoenas received and served (entries in columns 4-5) are counted.

USING THE COMPUTATION WORKSHEET

At the end of each month, counts must be transferred to the computation worksheet (Form 90). The number of subpoenas served (VAR061) should be entered on line 1 of the worksheet.

PPPM
MEASURES
E4.4.1c
E4.4.1d

SUBPOENA LOG

MONTH OF _____, 19 _____

1. SUBPOENA IDENTIFICATION NUMBER	2. NAME	3. ASSIGNED TO (UNIT)	4. DATE SUBPOENA RECEIVED	5. DATE SUBPOENA SERVED	6. NET TIME TO SERVE SUBPOENAS (IN DAYS)

PPPM
MEASURE
E4.4.1c

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of subpoenas that have been served (VAR061)..... _____ 2. Enter the total number of subpoenas that were issued to the department (VAR062)..... _____	3. Divide line 1 by line 2. This figure is the proportion of subpoenas that have been served; it is the value of E4.4.1c..... [ ]

Form 90

MEASUREMENT SET 4.4.1

MEASURABLE OBJECTIVE 4.4.1

To maximize the level and quality of service provided to other elements of the criminal justice system, such as serving warrants and subpoenas.

CORE EFFECTIVENESS MEASURE E4.4.1d

Average time elapsed between the receipt of subpoenas by the police and their service.

DATA COLLECTION INFORMATION

Data Source: Subpoena log

Related Measures: E4.1.1c

Data Availability: Data not currently available in most departments

Measurement Interval: One month

Data Collection Mode: Continuous

Estimated Cost of Collection: $500 (Separate)
$750 (Cluster)

Directionality: Down

RATIONALE

This objective expresses goals for service to the criminal justice system. A second aspect of performance in the function of serving subpoenas is the promptness with which service is undertaken. This measure represents that promptness as an average of elapsed times.

MEASUREMENT STRATEGY

Data are taken from a log, to be maintained by the department's central warrant bureau.

DATA ELEMENTS

VAR063 - Total of elapsed time between receipt of subpoenas and their service by the police.

VAR061 - Number of subpoenas that are served.

KEY TERMS

1. Average time refers to the arithmetic mean time. It is equal to the total of the elapsed time to serve the subpoenas divided by the number of subpoenas that are served.

2. A subpoena is an order from the court for a witness to appear and give testimony before a judge.

3. Service is delivery of the subpoena; that is, the person named is given the order to appear before the court.

MEASURE COMPUTATION FORMULA

$$E4.4.1d = \frac{VAR063}{VAR061}$$

To calculate measure E4.4.1d, the total of time expired between issuance and service of subpoenas is first added together (VAR063). This sum is then divided by the number of subpoenas served (VAR061). The resulting value represents the average time elapsed between receipt of subpoenas by police and service.

DATA TABULATION PROCEDURE

Data for this measure can be taken from a log of police central subpoenas to be maintained by the warrant unit or records division. See measure E4.4.1c and Form 89 for details of that log. As each subpoena is received by the unit, an entry is made in columns 1-4 of the log. When the subpoena is served, columns 5-6 are completed.

Provision must further be made for the warrant unit to be notified (and an entry made) for every subpoena issued and served by officers from other units of the department.

At the end of each month (or other study period) the elapsed time taken to serve subpoenas (col. 6) and the number of subpoenas served (col. 5) must be summed. These figures will then be transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

At the end of each month, counts must be transferred to the computation worksheet (Form 91). The elapsed time taken to serve subpoenas (VAR063) should be entered on line 1 of

PPPM
MEASURES
E4.4.1c
E4.4.1d

SUBPOENA LOG

MONTH OF _____, 19_____

1. SUBPOENA IDENTIFICATION NUMBER	2. NAME	3. ASSIGNED TO (UNIT)	4. DATE SUBPOENA RECEIVED	5. DATE SUBPOENA SERVED	6. NET TIME TO SERVE SUBPOENAS (IN DAYS)

MEASUREMENT SET 4.4.2

MEASURABLE OBJECTIVE 4.4.2

To maximize the quality of service provided to selected public and private agencies, such as:

- counseling school children
- offering crime prevention programs for retail merchants associations
- developing and presenting traffic safety programs with local safety council
- transporting emergency supplies for local medical facilities.

CORE EFFECTIVENESS MEASURE E4.4.2

Proportion of public and private agencies that use police services and rate that service to be satisfactory.

DATA COLLECTION INFORMATION

Data Source: Ratings by officials

Related Measures: E4.4.3

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

PPPM
MEASURE
E4.4.1d

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total elapsed time for service of subpoenas (VAR063)..... _____ 2. Enter the number of subpoenas served (VAR061)..... _____	3. Divide line 1 by line 2. This figure is the average time elapsed between receipt of subpoenas by the police and their service; it is the value of E4.4.1d..... [ ]

Form 91

RATIONALE

Police departments are often called upon to provide a variety of services in coordination with other public and private agencies. One test of the success of those efforts is the subjective evaluation of the other agencies. This measure expresses this evaluation as a composite proportion of ratings of satisfactory performance.

MEASUREMENT STRATEGY

Officials from the agencies involved are interviewed and asked to give their subjective appraisal of the service that was provided.

DATA ELEMENTS

VAR066 - Number of school officials who rate police service in counseling school children as satisfactory.

VAR067 - Number of retail merchants or officials who rate police service in offering crime prevention programs to be satisfactory.

VAR068 - Number of local safety officials who rate police service in developing and presenting traffic safety programs as satisfactory.

VAR069 - Number of local medical facility officials who rate police service in transporting supplies during emergencies to be satisfactory.

VAR070 - Number of other public/private agency officials who rate police service as satisfactory.

VAR071 - Number of officials who rate police service.

KEY TERMS

1. Police service as used in this measure refers to community service functions such as counseling school children, offering traffic safety programs, or transporting emergency supplies.

2. A rating of satisfactory means that on the whole the official believes the service rendered by the police department was of an appropriate quality, considering the task required and the circumstances surrounding it.

MEASURE COMPUTATION FORMULA

$$E4.4.2 = \frac{\sum \text{VAR066 thru VAR070}}{\text{VAR071}}$$

To calculate measure E4.4.2, add together the number of officials who rate police service to be satisfactory (VAR066 thru VAR070). This sum is then divided by the number of officials taking part in the rating process (VAR071). The resulting value represents the proportion of police services rated satisfactory by public and private agencies using those services.

DATA TABULATION PROCEDURE

Data for this measure are taken from ratings given during in-person interviews with public and private agency officials. This measure calls for the proportion of public and private agencies using police services who rate that service to be satisfactory.

The first step for this measure is to select a sample of public and private agencies who have received police services.

Once this sample is selected, an interview should be sought with the official in each agency who was responsible for requesting the police service.

During the interviews, the analyst should establish what precise contact the agency had with the police; to qualify for this measure the contact must have involved some community service. Then, after hearing what services were provided, the lead analyst should ask the official to appraise subjectively whether the service was satisfactory.

This procedure will be followed for each interview. At the end of the interview process, both the satisfactory ratings and the total number of ratings given are tallied.

USING THE COMPUTATION WORKSHEET

As the public and private agency officials are asked to rate police service, the number of satisfactory ratings should be subtotalled and entered on the following lines of the computation worksheet (Form 94):

- counseling school children (school officials) (VAR066)--line 1a;
- conducting crime prevention programs (merchants, etc.) (VAR067)--line 1b;
- presenting traffic safety programs (safety council, etc.) (VAR068)--line 1c;
- transporting supplies during emergencies (medical personnel) (VAR069)--line 1d;
- provision of other services (VAR070)--line 1e;
- total number of ratings given (VAR071)--line 2.

Once the subtotals have been entered, lines 1a thru 1e should be added together and entered on line 3.

Finally, line 3 should be divided by line 2, and the result entered on line 4. This figure is the proportion of police services rated to be satisfactory by public and private agencies using those services.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E4.4.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of satisfactory or better ratings in each of the following categories: a. Counseling school children (school officials) (VAR066)..... _____ b. Conducting crime prevention programs (merchants, etc.) (VAR067)..... _____ c. Presenting traffic safety programs (safety council, etc.) (VAR068)..... _____ d. Transporting supplies during emergencies (medical personnel, etc.) (VAR069)..... _____ e. Provision of other service (VAR070)..... _____ 2. Enter the number of officials who rated police service (VAR071)..... _____	3. Add together lines 1a through 1e and enter the result..... _____ 4. Divide line 3 by line 2. This figure is the proportion of public and private agencies who use police services and rate those services to be satisfactory; it is the value of E4.4.2..... [ ]

Form 94

MEASUREMENT SET 4.4.3

MEASURABLE OBJECTIVE 4.4.3

To maximize the quality of services provided to other local government agencies, such as:

- participation in traffic flow analysis
- cooperation with parks and recreation on vandalism problems
- dispatching for some or all local government agencies.

CORE EFFECTIVENESS MEASURE E4.4.3

Proportion of other local government agencies that use police services and rate that service to be satisfactory.

DATA COLLECTION INFORMATION

Data Source: Ratings by officials of other local government agencies

Related Measures: E4.4.2

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

RATIONALE

Most departments provide a range of cooperative police services to other agencies of local government. This objective provides a dimension of quality for those services. The measure presents the proportion of other agencies that are satisfied with the service they receive.

MEASUREMENT STRATEGY

Officials from a selection of agencies that regularly receive police services are asked to express their satisfaction with these services.

DATA ELEMENTS

VAR072 - Number of officials who rate police service to be satisfactory.

VAR073 - Total number of officials who rate police service.

KEY TERMS

1. Police services to local government agencies are community service functions provided to other departments of city or county government, such as participation in traffic flow analysis, and cooperation on vandalism problems.

2. The other local government agencies considered for this measure must be determined by each locality, but in general the term refers to departments of city and county

government that have frequent working relationships with the police on matters other than crime control.

3. A rating of satisfactory means that on the whole the official believes the service rendered by the police department was of an appropriate quality, considering the task required and the circumstances surrounding it.

MEASURE COMPUTATION FORMULA

$$E4.4.3 = \frac{VAR072}{VAR073}$$

To calculate measure E4.4.3, divide the number of officials who rate police service to be satisfactory (VAR072) by the number of officials from other local government agencies who are asked to rate police service (VAR073). The resulting value represents the proportion of other local government agencies who rate police services to be satisfactory.

DATA TABULATION PROCEDURE

The data sources for this measure are officials of local government agencies identified by the police department as recipients of police service on a regular basis. The departments might be such as Traffic Engineering, Parks, Recreation, Transportation, and Noise Abatement, or any others determined to be relevant.

For this measure, interviews must be established with the official in each agency most responsible for requesting and coordinating police assistance. During the interviews, the interviewer (analyst) must establish precisely what contacts the agency has had with the police department. To qualify for this measure, contact must have involved the

provision of some police service. After hearing what the services were that the police provided, the interviewer should ask the official to appraise subjectively whether the service provided was satisfactory.

This procedure must be followed for each interview. At the end of the interview process, both the satisfactory ratings and the total number of ratings given are tallied.

USING THE COMPUTATION WORKSHEET

As other local government agency officials are asked to rate police service, the satisfactory ratings (VAR072) should be entered on line 1 of the worksheet (Form 95). Next the total number of officials who rated police service (VAR073) should be entered on line 2. Finally, the proportion of ratings of police service that are satisfactory should be calculated by dividing line 1 by line 2 and entered on line 3.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E4.2.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of satisfactory ratings by officials from other agencies of local government (VAR072)..... _____ 2. Enter the total number of ratings given (VAR073)..... _____	3. Divide line 1 by line 2. This figure is the proportion of other local government agencies that use police services and rate that service to be satisfactory; it is the value of E4.2.3.....

Form 95

A CAFETERIA OF MEASUREMENT TOOLS

PART V

ADMINISTRATION

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PART V

TOOLS TO MEASURE ADMINISTRATIVE OBJECTIVES

This Part sets forth tools that are required for measuring the effectiveness of police administration. That is, it contains objectives, measures, instructions, and standards relating to issues that are essential to police success, but which fail to fall into any of the four major police service areas.

Measures Of Integrity And Competence

No analysis of police performance or effectiveness is complete without treatment of the integrity and competence of its officers. Yet such matters are extremely difficult to measure. This system attempts to gauge levels of integrity and competence through a series of measures, all based on counts of internal investigation cases. Examples include the rate of verified acts of corruption per 100 police officers, and the proportion of complaints of misconduct and incompetence that are supported by some evidence.

Providing Community Leadership

A second major area of administrative concern involves the ability of the department to provide leadership to the community on issues of crime control. Police departments have a duty, many contend, to inform the public of the level and location of crime in the community, about police objectives and capabilities, and about citizens' responsibilities in crime prevention. This Part presents a number of innovative approaches to measuring the effectiveness of this leadership.

Coordination With Other Agencies

Finally, a major element of police time is spent arranging police services to work in conjunction with the efforts of other agencies, and in persuading others to help achieve police department goals. A variety of innovative tools is presented to measure the success of these efforts at coordination, enabling police agencies to receive feedback on their performance.

Administrative Objectives

The objectives and other tools in this Part are organized as follows:

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Number

5.1.1 To...minimize...police corruption....

5.1.2 To...minimize...misconduct and incompetence....

5.2.1 To maximize [the convenience and courtesy with which the department receives] positive or negative feedback....

5.2.2 To maximize...public...knowledge of the level and location of crime.

5.2.3 To maximize public understanding of police objectives....

5.2.4 To maximize police...leadership in crime prevention...planning....

5.3.1 To maximize...instances in which other... agencies are persuaded to conduct activities that will...[achieve police objectives].

5.3.2 To maximize...adherence to established... norms and policies....

5.3.3 To maximize...police contribution to the... objectives of other...agencies....

5.3.4 To maximize...cooperative planning between the police and other...agencies....

Productivity Measurement

Productivity measurement of administrative objectives is not practical under the PPPM system.

MEASUREMENT SET 5.1.1

MEASURABLE OBJECTIVE 5.1.1

To maximize departmental integrity by minimizing acts of police corruption, such as:

- solicitation of bribes or gratuities
- acceptance of bribes or gratuities
- protecting law violators from arrest or prosecution
- violation of public trust.

CORE EFFECTIVENESS MEASURE E5.1.1a

Proportion of formal complaints of police corruption such as:

- solicitation of bribes or gratuities
- acceptance of bribes or gratuities
- protecting law violators from arrest or prosecution
- violation of public trust

that are supported by some evidence.

DATA COLLECTION INFORMATION

Data Source: Internal affairs case log

Related Measures: E2.6.3, E5.1.1b, E5.1.2a, E5.1.2b

Data Availability: Data currently available in most departments

Minimum Study Period: One month

Data Collection Mode: Monthly re-cap

Estimated Cost of Collection: $750 (Separate)
$1,000 (Cluster)

Measurement Interval: Monthly, quarterly, yearly

Directionality:

RATIONALE

Police integrity can be gauged only by considering a number of indicators in concert. This measure together with E5.1.1b, is designed to shed light on the department's success in minimizing corruption, by representing the proportion of citizens' (or internal) complaints deemed serious (not frivolous) and worthy of investigation.

MEASUREMENT STRATEGY

Data are taken from the case management (case status) log of the agency's Internal Affairs unit.

DATA ELEMENTS

VAR001 - Number of formal complaints of soliciting bribes or gratuities that are supported by some evidence.

VAR002 - Number of formal complaints of accepting bribes or gratuities that are supported by some evidence.

VAR003 - Number of formal complaints of protecting law violators from arrest or prosecution that are supported by some evidence.

VAR004 - Number of formal complaints of violation of public trust that are supported by some evidence.

VAR005 - Total number of formal complaints of soliciting bribes or gratuities.

VAR006 - Total number of formal complaints of accepting bribes or gratuities.

VAR007 - Total number of formal complaints of protecting law violators from arrest or prosecution.

VAR008 - Total number of formal complaints of violation of public trust.

KEY TERMS

1. A formal complaint (of police corruption) is a statement filed with the police department in accordance with established custom, by a private citizen or a representative of the police department, that constitutes an allegation that a certain police officer has committed a wrongful or illegal act.

2. Police corruption is impairment of the integrity, virtue, or morale principle of a police officer.

   a. Bribes are money or goods given or promised to a person in a position of trust.

   b. Gratuities are favors or services given or promised to a person in a position of trust.

   c. Protecting law violators from arrest or prosecution is an unjust act by a police officer, contrary to oath, under the countenance or color of office, and grounded upon personal gain.

   d. Violations of public trust are other acts contrary to oath, such as failure to take action when required in the line of duty by a law enforcement or public service situation, embezzlement of public or private property, inequitable enforcement of the law toward members of a minority group, harassment, etc.

3. A complaint that is supported by some evidence is an allegation that has passed the first test of verification and is given some credence. That is, the complaint is deemed to be serious, not frivolous, and worthy of investigation. Any citizen's charge against an officer that is investigated by the Internal Affairs unit or the chain of command should be counted for this measure.

MEASURE COMPUTATION FORMULA

$$E5.1.1a = \frac{\sum \text{VAR001 thru VAR004}}{\sum \text{VAR005 thru VAR008}}$$

To calculate measure E5.1.1a, add together the total number of verified formal complaints of police corruption (VAR001 thru VAR004). Then divide this sum by the total number of formal complaints of police corruption filed (VAR005 thru VAR008). The resulting value represents the proportion of formal complaints of police corruption that are supported by some evidence.

DATA TABULATION PROCEDURE

Most large departments have centralized Internal Affairs or Internal Investigations units whose duty it is to inquire into alleged breaches of departmental procedures and integrity As cases are referred to this unit, a log (see Form 35) is normally maintained for case management, showing (a) the case number, (b) the nature of the complaint, (c) the date, and (d) the case status (that is, raw complaint, a complaint supported by some evidence, or a varified act). See the National Advisory Commission on Criminal Justice Standards and Goals, Police, Standard 19.2 (p. 477).

As the various types of complaints of corruption are entered in the Internal Affairs case log (Form 35), a corresponding tally should be made in the appropriate column on the corruption and misconduct complaint tabulation form (see Form 96). The tabulation form makes provision for counting each category of case status.

At the end of the data collection period, tabulated raw complaints (those which are not supported by some evidence), complaints with some supporting evidence, and verified acts will be totalled, and the sums entered in their respective spaces.

PPPM

MEASURES
E2.6.3
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

INTERNAL AFFAIRS UNIT CASE STATUS LOG

CASE NUMBER	NATURE OF COMPLAINT	DATE OF COMPLAINT	CASE STATUS	
			SUPPORTED BY SOME EVIDENCE	VERIFIED ACT OR VIOLATION
COUNT				

FORM 35

PPPM
MEASURES
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

CORRUPTION AND MISCONDUCT TALLY SHEET

CORRUPTION OR MISCONDUCT CATEGORY	1. COMPLAINTS	CASE STATUS	
		2. SUPPORTED BY SOME EVIDENCE	3. VERIFIED ACTS OR VIOLATIONS
1. SOLICITATION OF BRIBES OR GRATUITIES	(VAR005)	(VAR001)	(VAR009)
2. ACCEPTANCE OF BRIBES OR GRATUITIES	(VAR006)	(VAR002)	(VAR010)
3. PROTECTING LAW VIOLATORS	(VAR007)	(VAR003)	(VAR011)
4. VIOLATION OF PUBLIC TRUST	(VAR008)	(VAR004)	(VAR012)
5. DISCOUTESY	(VAR021)	(VAR014)	(VAR028)
6. VERBAL ABUSE	(VAR022)	(VAR015)	(VAR029)
7. HARASSMENT	(VAR023)	(VAR016)	(VAR030)
8. EXCESSIVE FORCE	(VAR024)	(VAR017)	(VAR031)
9. PERSONAL CONDUCT VIOLATIONS	(VAR025)	(VAR018)	(VAR032)
10. NEGLIGENT OPERATION OF DEPARTMENT VEHICLES	(VAR026)	(VAR019)	(VAR033)
11. FAILURE TO ADHERE TO DEPARTMENTAL PROCEDURES	(VAR027)	(VAR020)	(VAR034)
12. TOTALS			

FORM 96

Some departments hold, as a matter of policy, that every formal complaint should be investigated. If such a policy is in effect, the score or value of this measure will be 1.00, indicating that 100% of formal complaints are deemed to be supported.

USING THE COMPUTATION WORKSHEET

After the complaints of police corruption have been reviewed and classified, both total and supported complaints should be subtotalled according to the type of alleged corruption and entered on the following lines of the worksheet:

- Supported complaints
  - solicitation of bribes or gratuities--line 1a;
  - acceptance of bribes or gratuities--line 1b;
  - protection of law violators--line 1c;
  - violation of public trust--line 1d.
- Total complaints
  - solicitation of bribes or gratuities--line 2a;
  - acceptance of bribes or gratuities--line 2b;
  - protection of law violators--line 2c;
  - violation of public trust--line 2d.

Once the complaints have been entered on the worksheet, lines 1a-1d and lines 2a-2d should be summed. These totals should be summed. These totals should be entered on lines 1e and 2e respectively.

Finally, the proportion of corruption complaints that are supported by some evidence should be calculated by dividing line 1e by line 2e and entered on line 3.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period

   compared to change in the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last

   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size

   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E5.1.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

1. Enter the number of verified formal complaints of police corruption in each of the following categories:

   a. Solicitation of bribes or gratuities (VAR005)..... _____

   b. Acceptance of bribes or gratuities (VAR006)..... _____

   c. Protecting law violators from arrest or prosecution (VAR007).... _____

   d. Violation of public trust (VAR008) _____

   e. Total verified formal complaints (sum lines a through d)..... _____

2. Enter the total number of formal complaints of police corruption in each of the following categories:

   a. Solicitation of bribes or gratuities (VAR001)..... _____

   b. Acceptance of bribes or gratuities (VAR002)..... _____

   c. Protecting law violators from arrest or prosecution (VAR003).... _____

   d. Violation of public trust (VAR004) _____

   e. Total number of formal complaints (sum lines a through d)..... _____

COMPUTATION PROCEDURE

3. Divide line 1e by line 2e. This figure is the proportion of formal complaints of police corruption that are verified; it is the value of E5.1.1a..... [ ]

MEASUREMENT SET 5.1.1

MEASURABLE OBJECTIVE 5.1.1

To maximize departmental integrity by minimizing acts of police corruption, such as:

- solicitation of bribes or gratuities
- acceptance of bribes or gratuities
- protecting law violators from arrest or prosecution
- violation of public trust.

CORE EFFECTIVENESS MEASURE E5.1.1b

Rate of verified acts of police corruption, such as:

- solicitation of bribes or gratuities
- acceptance of bribes or gratuities
- protecting law violators from arrest or prosecution
- violation of public trust

per 100 sworn police employees.

DATA COLLECTION INFORMATION

Data Source: Internal Affairs case log

Related Measures: E2.6.3, E5.1.1a, E5.1.2a, E5.1.2b

Data Availability: Data currently available in most departments

Minimum Study Period: One month

Data Collection Mode: Monthly re-cap

Estimated Cost of Collection: $750 (Separate)
$1,000 (Cluster)

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Measurement Interval: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

This measure, when taken in context with E5.1.1a, sheds light on the department's effectiveness in minimizing corruption. Here, verified acts of corruption are represented in relation to the number of sworn police officers.

MEASUREMENT STRATEGY

Data are taken from the case management (case status) log of the agency's Internal Affairs unit. Alleged acts of corruption are classified according to type and investigative findings.

DATA ELEMENTS

VAR009 - Number of verified acts of soliciting bribes or gratuities.

VAR010 - Number of verified acts of accepting bribes or gratuities.

VAR011 - Number of verified acts of protecting law violators from arrest or prosecution.

VAR012 - Number of verified violations of public trust.

VAR013 - Number of sworn police employees in the department.

KEY TERMS

1. Verified acts (instances, violations) of corruption are formal complaints that have been verified after an internal investigation. Verification need not imply that the accused officer was in fact guilty or culpable for the breach of propriety. To be counted for this measure, the investigation need only show that the alleged act or action took place and that it was wrongful.

2. Police corruption is impairment of the integrity, virtue, or moral principle of a police officer.

   a. Bribes are money or goods given or promised to a person in a position of trust.

   b. Gratuities are favors or services given or promised to a person in a position of trust.

   c. Protecting law violators from arrest or prosecution is an unjust act by a police officer contrary to oath, under the countenance or color of office, and grounded upon personal gain.

   d. Violations of public trust are other acts contrary to oath, such as failure to take action when required in the line of duty by a law enforcement or public service situation, embezzlement of public or private property, inequitable enforcement of the law toward members of a minority group, harassment, etc.

3. Sworn police employees are full-time personnel (including supervisors and managers) holding peace officers' arrest powers.

MEASURE COMPUTATION FORMULA

$$E5.1.1b = \frac{\sum \text{VAR009 thru VAR012}}{.01 \times (\text{VAR013})}$$

To calculate measure E5.1.1b, add together the total number of verified acts of police corruption (VAR009 thru

VAR012). Then divide this sum by the product of the number of sworn police officers (VAR013) multiplied by .01 (one-one hundredth). The resulting value represents the rate of verified acts of corruption, per 100 sworn police employees.

DATA TABULATION PROCEDURE

Data for this measure, as E5.1.1a, E5.1.2a, and E5.1.2b, are taken from records of the Internal Affairs unit, whose duty it is to inquire into alleged breaches of departmental procedures and integrity. As cases are referred to this unit, a log (see Form 35) is normally maintained for case management showing (a) the case number, (b) the nature of the complaint, (c) the date, and (d) the case status (that is, raw complaint, a complaint supported by some evidence, or a verified act). See the National Advisory Commission on Criminal Justice Standards and Goals, Police, Standard 19.2 (p. 477).

As the various types of complaints of corruption are entered in the Internal Affairs case log (Form 35), a corresponding tally should be made in the appropriate column on the corruption and misconduct complaint tabulation form (see Form 96). The tabulation form makes provision for counting each category of case status.

At the end of the data collection period, tabulated raw complaints (those which are not supported by some evidence), complaints with some supporting evidence, and verified acts will be totalled, and the sums entered in their respective spaces.

USING THE COMPUTATION WORKSHEET

After all formal complaints of police corruption are reviewed, the verified acts should be subtotalled according to the type of corruption alleged and then entered on the following lines of the computation worksheet (Form 98):

PPPM
MEASURES
E2.6.3
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

INTERNAL AFFAIRS UNIT CASE STATUS LOG

CASE NUMBER	NATURE OF COMPLAINT	DATE OF COMPLAINT	CASE STATUS	
			SUPPORTED BY SOME EVIDENCE	VERIFIED ACT OR VIOLATION
COUNT				

FORM 35

PPPM
MEASURES
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

CORRUPTION AND MISCONDUCT TALLY SHEET

CORRUPTION OR MISCONDUCT CATEGORY	CASE STATUS		
	1. COMPLAINTS	2. SUPPORTED BY SOME EVIDENCE	3. VERIFIED ACTS OR VIOLATIONS
1. SOLICITATION OF BRIBES OR GRATUITIES	(VAR005)	(VAR001)	(VAR009)
2. ACCEPTANCE OF BRIBES OR GRATUITIES	(VAR006)	(VAR002)	(VAR010)
3. PROTECTING LAW VIOLATORS	(VAR007)	(VAR003)	(VAR011)
4. VIOLATION OF PUBLIC TRUST	(VAR008)	(VAR004)	(VAR012)
5. DISCOURTESY	(VAR021)	(VAR014)	(VAR028)
6. VERBAL ABUSE	(VAR022)	(VAR015)	(VAR029)
7. HARASSMENT	(VAR023)	(VAR016)	(VAR030)
8. EXCESSIVE FORCE	(VAR024)	(VAR017)	(VAR031)
9. PERSONAL CONDUCT VIOLATIONS	(VAR025)	(VAR018)	(VAR032)
10. NEGLIGENT OPERATION OF DEPARTMENT VEHICLES	(VAR026)	(VAR019)	(VAR033)
11. FAILURE TO ADHERE TO DEPARTMENTAL PROCEDURES	(VAR027)	(VAR020)	(VAR034)
12. TOTALS			

FORM 96

- solicitation of bribes or gratuities--line 1a;
- acceptance of bribes or gratuities--line 1b;
- protection of law violators--line 1c;
- violation of public trust--line 1d.

Once the verified acts have been subtotalled, lines 1a through 1d should be summed and entered on line 1e. The number of sworn police employees in the department should be entered on line 2. This figure should then be divided by 100 (to facilitate calculating the rate), with the result entered on line 3.

Finally, the rate of verified acts of police corruption per 100 sworn police employees may be derived by dividing line 1e by line 3, and this result should be entered on line 4.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rate....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in rate....over the last
   - one year period
   - five year period

   compared to change in the average rate for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA

   over the last
   - one year period
   - five year period.

3. Internal Norm Effectiveness Measure

Rate....compared to the average departmental rate over the last ten years.

4. External Norm Effectiveness Measure

Rate....compared to the average rate for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E5.1.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of verified acts of police corruption in each of the following categories: a. Solicitation of bribes or gratuities (VAR009)..... _____ b. Acceptance of bribes or gratuities (VAR010)..... _____ c. Protecting law violators (VAR011). _____ d. Violation of public trust (VAR012) _____ e. Total verified acts (add lines a through d)..... _____ 2. Enter the number of sworn police employees (VAR013)..... _____	3. Divide line 2 by 100 and enter the result..... _____ 4. Divide line 1e by line 3. This figure is the rate of verified acts of police corruption per 100 sworn police employees; it is the value of E5.1.1b..... [ ]

Form 98

MEASUREMENT SET 5.1.2

MEASURABLE OBJECTIVE 5.1.2

To maximize professional police behavior by minimizing instances of police misconduct and incompetence, such as:

- misconduct
  - discourtesy
  - verbal abuse
  - harassment
  - excessive use of force, including unauthorized discharge of firearms
  - violations of departmental code of personal conduct
- incompetence
  - negligent operation of departmental equipment
  - failure to adhere to departmental operation procedures.

CORE EFFECTIVENESS MEASURE E5.1.2a

Proportion of all formal complaints of police misconduct or incompetence such as:

- misconduct
  - discourtesy
  - verbal abuse
  - harassment
  - excessive use of force, including unauthorized discharge of firearms
  - violation of departmental code of personal conduct
- incompetence
  - negligent operation of departmental equipment
  - failure to adhere to departmental operation procedures

that are supported by some evidence.

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DATA COLLECTION INFORMATION

Data Source: Internal affairs case log

Related Measures: E2.6.3, E5.1.1a, E5.1.1b, E5.1.2b

Data Availability: Data currently available in most departments

Minimum Study Period: One month

Data Collection Mode: Monthly re-cap

Estimated Cost of Collection:

Measurement Interval: Monthly, quarterly, yearly

Directionality: $750 (Separate)
$1,000 (Cluster)

RATIONALE

Professional behavior, like police integrity can be gauged only by balancing multiple measures. This measure, together with E5.1.2b, is designed to shed light on the department's success in minimizing incompetence and misconduct, by representing the proportion of allegations deemed worthy of investigation.

MEASURPMENT STRATEGY

Data are taken from the case management (case status) log of the agency's Internal Affairs unit.

DATA ELEMENTS

VAR014 - Number of formal complaints of discourtesy that are supported by some evidence.

VAR015 - Number of formal complaints of verbal abuse that are supported by some evidence.

VAR016 - Number of formal complaints of harassment that are supported by some evidence.

VAR017 - Number of formal complaints of excessive use of force including unauthorized discharge of firearms that are supported by some evidence.

VAR018 - Number of formal complaints of violation of departmental code of personal conduct that are supported by some evidence.

VAR019 - Number of formal complaints of negligent operation of departmental equipment that are supported by some evidence.

VAR020 - Number of formal complaints of failure to adhere to departmental operating procedures that are supported by some evidence.

VAR021 - Total number of formal complaints of discourtesy.

VAR022 - Total number of formal complaints of verbal abuse.

VAR023 - Total number of formal complaints of harassment.

VAR024 - Total number of formal complaints of excessive use of force including unauthorized discharge of firearms.

VAR025 - Total number of formal complaints of violation of departmental code of personal conduct.

VAR026 - Total number of formal complaints of negligent operation of departmental equipment.

VAR027 - Total number of formal complaints of failure to adhere to departmental operating procedures.

KEY TERMS

1. A formal complaint (of misconduct or incompetence) is a statement filed with the police department in accordance with established custom, by a private citizen or a representative of the police department, that constitutes an allegation that a certain police officer has committed a wrongful or illegal act.

2. Misconduct is a violation of law, or of departmental policy, rule, or regulation.

3. Incompetence is behavior that falls below accepted professional standards. It normally displays a lack of training or an ability to perform some aspect of police work adequately.

4. A complaint that is supported by some evidence is an allegation that has passed the first test of verification and is given some credence; that is, the complaint is deemed to be serious, not frivolous, and worthy of investigation. Any citizen's charge against an officer that is investigated by the Internal Affairs unit or the chain of command should be counted for this measure.

MEASURE COMPUTATION FORMULA

$$E5.1.2a = \frac{\sum \text{VAR014 thru VAR020}}{\sum \text{VAR021 thru VAR027}}$$

To calculate measure E5.1.2a, first add up the total number of complaints of misconduct or incompetence that are supported by some evidence (VAR014 thru VAR020). Next, this sum is divided by the total number of complaints of misconduct or incompetence (VAR021 thru VAR027). The resulting value represents the proportion of formal complaints of misconduct and incompetence that are supported by some evidence.

DATA TABULATION PROCEDURE

Data for this measure, as E5.1.1a, E5.1.1b, and E5.1.2b, are taken from records of the Internal Affairs units, whose duty it is to inquire into alleged breaches of departmental procedures and integrity. As cases are referred to this unit, a log (see Form 35) is normally maintained for case management showing (a) the case number, (b) the nature of the complaint, (c) the date, and (d) the case status (that is, raw complaint, a complaint supported by some evidence, or a verified act). See the National Advisory Commission on Criminal Justice Standards and Goals, Police, Standard 19.2 (p. 477).

As the various types of complaints of misconduct and incompetence are entered in the Internal Affairs case log (Form 35), a corresponding tally should be made in the appropriate column on the corruption and misconduct complaint tabulation form (see Form 96). The tabulation form makes provision for counting each category of case status.

At the end of the data collection period, tabulated raw complaints (those which are not supported by some evidence), complaints with some supporting evidence, and verified acts will be totalled, and the sums entered in their respective spaces.

Some departments hold, as a matter of policy, that every formal complaint should be investigated. If such a policy is in effect, the score or value of this measure will be 1.00, indicating that 100% of formal complaints are deemed to be supported.

USING THE COMPUTATION WORKSHEET

After the complaints of police misconduct and incompetence have been reviewed and classified, both total and supported complaints should be subtotalled according to the type of alleged violation and entered on the following lines of the computation worksheet (Form 99):

PPPM

MEASURES
E2.6.3
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

INTERNAL AFFAIRS UNIT
CASE STATUS LOG

CASE NUMBER	NATURE OF COMPLAINT	DATE OF COMPLAINT	CASE STATUS	
			SUPPORTED BY SOME EVIDENCE	VERIFIED ACT OR VIOLATION
COUNT				

FORM 35

PPPM

MEASURES
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

CORRUPTION AND MISCONDUCT TALLY SHEET

CORRUPTION OR MISCONDUCT CATEGORY	1. COMPLAINTS	CASE STATUS	
		2. SUPPORTED BY SOME EVIDENCE	3. VERIFIED ACTS OR VIOLATIONS
1. SOLICITATION OF BRIBES OR GRATUITIES	(VAR005)	(VAR001)	(VAR009)
2. ACCEPTANCE OF BRIBES OR GRATUITIES	(VAR006)	(VAR002)	(VAR010)
3. PROTECTING LAW VIOLATORS	(VAR007)	(VAR003)	(VAR011)
4. VIOLATION OF PUBLIC TRUST	(VAR008)	(VAR004)	(VAR012)
5. DISCOUTESY	(VAR021)	(VAR014)	(VAR028)
6. VERBAL ABUSE	(VAR022)	(VAR015)	(VAR029)
7. HARASSMENT	(VAR023)	(VAR016)	(VAR030)
8. EXCESSIVE FORCE	(VAR024)	(VAR017)	(VAR031)
9. PERSONAL CONDUCT VIOLATIONS	(VAR025)	(VAR018)	(VAR032)
10. NEGLIGENT OPERATION OF DEPARTMENT VEHICLES	(VAR026)	(VAR019)	(VAR033)
11. FAILURE TO ADHERE TO DEPARTMENTAL PROCEDURES	(VAR027)	(VAR020)	(VAR034)
12. TOTALS			

FORM 96

- Supported complaints
  - discourtesy--line 1a;
  - verbal abuse--line 1b;
  - harassment--line 1c;
  - excessive force--line 1d;
  - personal conduct violations--line 1e;
  - negligent operation of departmental equipment--line 1f;
  - failure to adhere to departmental operations procedure--line 1g;

- Total complaints
  - discourtesy--line 2a;
  - verbal abuse--line 2b;
  - harassment--line 2c;
  - excessive force--line 2d;
  - personal conduct violations--line 2e;
  - negligent operation of departmental equipment--line 2f;
  - failure to adhere to departmental operations procedure--line 2g.

Once the supported and total complaints have been transferred, lines 1a-1g and lines 2a-2g should be summed, with the totals entered on lines 1h and 2h, respectively. Finally, enter on line 5 the proportion of formal complaints of police misconduct and incompetence that are supported (arrived at by dividing line 1h by line 2h).

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period

compared to change in the average proportion for all cities of similar population size
- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over the last
- one year period
- five year period.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Proportion....compared to the average proportion for all cities of similar population size
   - within the U.S.
   - within the UCR Region
   - within the same State
   - within the SMSA.

PPPM
MEASURE
E5.1.2a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

1. Enter the number of supported complaints of police misconduct and incompetence in each of the following categories:

   a. Discourtesy (VAR014)..... _____
   b. Verbal abuse (VAR015)..... _____
   c. Harassment (VAR016)..... _____
   d. Excessive use of force, including unauthorized discharge of firearms (VAR017)..... _____
   e. Violations of departmental code of personal conduct (VAR018)..... _____
   f. Negligent operation of departmental equipment (VAR019). _____
   g. Failure to adhere to departmental operations procedures (VAR020)..... _____
   h. Total supported complaints (sum lines a through g)..... _____

2. Enter the number of formal complaints of police misconduct and incompetence in each of the following categories:

   a. Discourtesy (VAR021)..... _____
   b. Verbal abuse (VAR022)..... _____
   c. Harassment (VAR023)..... _____
   d. Excessive use of force, including unauthorized discharge of firearms (VAR024)..... _____
   e. Violations of departmental code of personal conduct (VAR025)..... _____
   f. Negligent operation of departmental equipment (VAR026). _____
   g. Failure to adhere to departmental operations procedures (VAR027)..... _____
   h. Total formal complaints (sum lines a through g)..... _____

COMPUTATION PROCEDURE

3. Divide line 1h by line 2h. This figure is the proportion of formal complaints of police misconduct and incompetence that are supported by some evidence; it is the value of E5.1.2a..... [ ]

Form 99

MEASUREMENT SET 5.1.2

MEASURABLE OBJECTIVE 5.1.2

To maximize professional police behavior by minimizing instances of police misconduct and incompetence such as:

- misconduct
  - discourtesy
  - verbal abuse
  - harassment
  - excessive use of force, including unauthorized discharge of firearms
  - violations of departmental code of personal conduct
- incompetence
  - negligent operation of departmental equipment
  - failure to adhere to departmental operation procedures.

CORE EFFECTIVENESS MEASURE E5.1.2b

Rate of verified instances of police misconduct or incompetence, such as:

- misconduct
  - discourtesy
  - verbal abuse
  - harassment
  - excessive use of force including unauthorized discharge of firearms
  - violations of departmental code of personal conduct
- incompetence
  - negligent operation of departmental equipment
  - failure to adhere to departmental operation procedures,

per 100 sworn police employees.

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DATA COLLECTION INFORMATION

Data Source: Internal Affairs case log

Related Measures: E2.6.3, E5.1.1a, E5.1.1b, E5.1.2a

Data Availability: Data currently available in most departments

Minimum Study Period: One month

Data Collection Mode: Monthly re-cap

Estimated Cost of Collection: $750 (Separate)
$1,000 (Cluster)

Measurement Intervals: Monthly, quarterly, yearly

Directionality: Down

RATIONALE

This measure, when taken in context with E5.1.2a, sheds light on the department's effectiveness in minimizing misconduct and incompetence. Here, verified acts of misconduct and incompetence are represented in relation to the number of sworn police officers.

MEASUREMENT STRATEGY

Data are taken from the case management (case status) log of the agency's Internal Affairs unit. Alleged acts of misconduct or incompetence are classified according to type and investigative findings.

DATA ELEMENTS

VAR028 - Number of verified instances of discourtesy.

VAR029 - Number of verified instances of verbal abuse.

VAR030 - Number of verified instances of harassment.

VAR031 - Number of verified instances of the excessive use of force, including the unauthorized discharge of firearms.

VAR032 - Number of verified violations of the departmental code of personal conduct.

VAR033 - Number of verified instances of negligent operation of departmental equipment.

VAR034 - Number of verified instances of failure to adhere to departmental operating procedures.

VAR013 - Number of sworn police employees.

KEY TERMS

1. Verified acts (instances, violations) of misconduct or incompetence are formal complaints that have been verified after an internal investigation. Verification need not imply that the accused officer was in fact guilty or culpable for the breach of propriety. To be counted for this measure, the investigation need only show that the alleged act or action took place and that it was wrongful.

2. Misconduct is a violation of law or departmental policy, rule, or regulation.

3. Incompetence is behavior that falls below accepted professional standards. It normally displays a lack of training or an inability to perform some aspect of police work adequately.

MEASURE COMPUTATION FORMULA

$$E5.1.2b = \frac{\sum \text{VAR028 thru VAR034}}{.01 \times (\text{VAR013})}$$

To calculate measure E5.1.2b, add together the total number of verified instances of police misconduct or incompetence (VAR028 thru VAR034). This sum is then divided by the product of the number of sworn police employees (VAR013) multiplied by .01. The resulting value represents the rate of verified instances of police misconduct or incompetence, per 100 sworn police employees.

DATA TABULATION PROCEDURES

Data for this measure, as E5.1.1a, E5.1.1b, and E5.1.2a are taken from records of the Internal Affairs unit, whose duty it is to inquire into alleged breaches of departmental procedures and integrity. As cases are referred to this unit, a log (see Form 35) is normally maintained for case management, showing (a) the case number, (b) the nature of the complaint, (c) the date, and (d) the case status (that is, raw complaint, a complaint supported by some evidence, or a verified act). See the National Advisory Commission on Criminal Justice Standards and Goals, Police, Standard 19.2 (p. 477).

As the various types of complaints of misconduct and incompetence are entered in the Internal affairs case log (Form 35), a corresponding tally should be made in the appropriate column on the corruption and misconduct complaint tabulation form (see Form 96). The tabulation form makes provision for counting each category of case status.

At the end of the data collection period, tabulated raw complaints (those which are not supported by some evidence), complaints with some supporting evidence, and verified acts will be totalled, and the sums entered in their respective spaces.

PPPM
MEASURES
E2.6.3
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

INTERNAL AFFAIRS UNIT CASE STATUS LOG

CASE NUMBER	NATURE OF COMPLAINT	DATE OF COMPLAINT	CASE STATUS	
			SUPPORTED BY SOME EVIDENCE	VERIFIED ACT OR VIOLATION

PPPM

MEASURES
E5.1.1a
E5.1.1b
E5.1.2a
E5.1.2b

CORRUPTION AND MISCONDUCT TALLY SHEET

CORRUPTION OR MISCONDUCT CATEGORY	1. COMPLAINTS	CASE STATUS	
		2. SUPPORTED BY SOME EVIDENCE	3. VERIFIED ACTS OR VIOLATIONS
1. SOLICITATION OF BRIBES OR GRATUITIES	(VAR005)	(VAR001)	(VAR009)
2. ACCEPTANCE OF BRIBES OR GRATUITIES	(VAR006)	(VAR002)	(VAR010)
3. PROTECTING LAW VIOLATORS	(VAR007)	(VAR003)	(VAR011)
4. VIOLATION OF PUBLIC TRUST	(VAR008)	(VAR004)	(VAR012)
5. DISCOUTESY	(VAR021)	(VAR014)	(VAR028)
6. VERBAL ABUSE	(VAR022)	(VAR015)	(VAR029)
7. HARASSMENT	(VAR023)	(VAR016)	(VAR030)
8. EXCESSIVE FORCE	(VAR024)	(VAR017)	(VAR031)
9. PERSONAL CONDUCT VIOLATIONS	(VAR025)	(VAR018)	(VAR032)
10. NEGLIGENT OPERATION OF DEPARTMENT VEHICLES	(VAR026)	(VAR019)	(VAR033)
11. FAILURE TO ADHERE TO DEPARTMENTAL PROCEDURES	(VAR027)	(VAR020)	(VAR034)
12. TOTALS			

FORM 96

USING THE COMPUTATION WORKSHEET

As the formal complaints of police misconduct and incompetence are reviewed, the verified acts should be subtotalled according to the type of alleged violation and entered on the following lines of the computation worksheet (Form 100):

- discourtesy--line 1a;
- verbal abuse--line 1b;
- harassment--line 1c;
- excessive force, including unlawful discharge of a firearm--line 1d;
- violations of departmental code of personal conduct--line 1e;
- negligent operation of departmental equipment--line 1f;
- failure to adhere to departmental operations procedures--line 1g.

Once the verified acts have been subtotalled, lines 1a through 1g should be summed, and the total entered on line 1h. Next, enter the number of sworn police employees on line 2. Divide this figure by 100 (to facilitate calculating a rate per 100 sworn police employees), and enter the result on line 3.

Finally, the rate of verified instances of police misconduct and incompetence should be calculated by dividing line 1h by line 3, and this score should be entered in the box at line 4.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

Change in proportion....over the last

- one year period
- five year period.

2. External Trend Effectiveness Measure

Change in proportion....over the last

- one year period
- five year period

compared to change in the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA

over the last

- one year period
- five year period.

3. Internal Norm Effectiveness Measure

Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

Proportion....compared to the average proportion for all cities of similar population size

- within the U.S.
- within the UCR Region
- within the same State
- within the SMSA.

PPPM
MEASURE
E5.1.2b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of verified acts of police misconduct and incompetence in each of the following categories: a. Discourtesy (VAR028)..... _____ b. Verbal abuse (VAR029)..... _____ c. Harassment (VAR030)..... _____ d. Excessive force, including unlawful discharge of firearms (VAR031)..... _____ e. Violations of departmental code of personal conduct (VAR032)..... _____ f. Negligent operation of departmental equipment (VAR033)..... _____ g. Failure to adhere to departmental operations procedures (VAR034)..... _____ h. Total verified acts of incompetence (sum lines a through g)..... _____ 2. Enter the number of sworn police employees (VAR013)..... _____	3. Divide line 2 by 100..... _____ 4. Divide line 1h by line 3. This figure is the rate of verified instances of police misconduct and/or incompetence per 100 sworn police employees; it is the value of measure E5.1.2b..... [ ]

Form 100

MEASUREMENT SET 5.2.1

MEASURABLE OBJECTIVE 5.2.1

To maximize public esteem for the department by maintaining the highest possible number of instances in which individuals who wish to register positive or negative feedback, including officially recognized complaints, are able to do so without encountering resistance, discourtesy, or unsatisfactory service.

CORE EFFECTIVENESS MEASURE E5.2.1a

Proportion of citizens who register positive or negative feedback, including officially recognized complaints, and rate the department's handling of their comments as satisfactory insofar as:

- willingness to accept comment
- courtesy
- service

are concerned.

DATA COLLECTION INFORMATION

Data Source: Special survey of clientele opinions

Related Measures: E5.1.3b

Data Availability: Not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,000 (Total Cluster)

Measurement Interval: Yearly

Directionality: Up

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RATIONALE

This measure provides a gauge of the cooperation, courtesy, and service of the department's feedback reception process. Ratings are given by citizens who have registered commendations or complaints.

MEASUREMENT STRATEGY

Citizens who have registered feedback with the department are asked to rate how well their comments were received.

DATA ELEMENTS

VAR035 - Number of citizens who registered positive feedback with the police, and rate the willingness of the police to accept comment as satisfactory.

VAR036 - Number of citizens who registered positive feedback with the police, and rate the courtesy of the police as satisfactory.

VAR037 - Number of citizens who registered positive feedback with the police, and rate the service that they received in response to their feedback as satisfactory.

VAR038 - Number of citizens who registered negative feedback, including officially recognized complaints, and rate the willingness of police to accept comment as satisfactory.

VAR039 - Number of citizens who registered negative feedback with the police, including officially recognized complaints, and rate the courtesy of the police as satisfactory.

VAR040 - Number of citizens who registered negative feedback with the police, including officially recognized complaints, and rate the service that they received in response to their feedback as satisfactory.

VAR041 - Total number of citizens who registered positive feedback with the police and participated in the survey.

VAR042 - Total number of citizens who registered negative feedback with the police and participated in the survey.

KEY TERMS

1. Positive feedback is registered when a citizen contacts the department after a police incident for the purpose of letting the department know that she/he is pleased with the contact or service received from the police.

2. Negative feedback, including officially recognized complaints is registered when a citizen contacts the department after a police incident for the purpose of letting the department know that she/he is displeased with the contact or service received from the police.

3. Willingness to accept comment is the receptivity shown by the departmental representative in providing adequate time and attention to a complete exposition of the feedback.

4. Courtesy in accepting feedback is the acceptance of the citizen's statement by a departmental representative in a polite and reasonable manner.

5. Service is whatever departmental action (including merely informing the citizen of the outcome) is taken in response to a citizen's comments.

MEASURE COMPUTATION FORMULA

$$E5.1.3a = \frac{1}{2}\left(\frac{\text{VAR035 thru VAR037}}{3 \times \text{VAR041}} + \frac{\text{VAR038 thru VAR040}}{3 \times \text{VAR042}}\right)$$

To calculate measure E5.1.3a, first add up the total number of citizens who rate dpeartment handling of their positive and negative comments as satisfactory or better (VAR035 thru VAR037 and VAR038 thru VAR040). Then divide these sums by three times the total number of citizens surveyed (3 x VAR041 and 3 x VAR042, respectively). Add these intermediate values together, and divide by two. The resulting value represents the average proportion of citizens who have registered positive or negative feedback (including officially recognized complaints), and who rate the department's handling of their comments as satisfactory.

DATA TABULATION PROCEDURES

To collect data for this measure it is necessary to conduct a special survey of people who have registered feedback--commendations or complaints--with the police department. This survey may be conducted in conjunction with a more extensive clientele or victimization survey, or it can be performed as a separate exercise. Whatever strategy is adopted, however, procedures for selecting participants must ensure a substantial and representative panel of persons who have (1) experienced some form of contact with the police, and (2) attempted to register feedback with the department.

Once potential survey participants have been selected, contacted, and screened (to establish that they meet the contact and feedback criteria), they must be asked the following questions:

1. Did you call (or write) the police to praise, complain, or just to make suggestions?
2. Did you feel the department was interested in your comment?

PPPM

MEASURES
E5.2.1a
E5.2.1b

RATINGS OF DEPARTMENT HANDLING OF CITIZEN COMMENT TALLY SHEET

POLICE RESPONSE ATTRIBUTE	POSITIVE FEEDBACK		NEGATIVE FEEDBACK		SUBTOTALS
	YES -- SATISFACTORY	NO -- NOT SATISFACTORY	YES -- SATISFACTORY	NO -- NOT SATISFACTORY	
WILLINGNESS TO ACCEPT COMMENT	(VAR036)		(VAR039)		
COURTESY	(VAR037)		(VAR040)		
SERVICE	(VAR038)		(VAR041)		
SUBTOTALS					TOTAL (VAR042)

FORM 101

NOTE: COUNT SUGGESTIONS AS NEGATIVE FEEDBACK

3. Was the person who took your comment courteous to you?

4. Did you feel the department's response to your comment was satisfactory?

Additional questions (for instance, "How did the department respond to your comment?") may be asked at the department's option.

Responses to the questions should be recorded on the tally sheet (Form 101). At the end of the survey these tallies should be totalled for transfer to the computation worksheet.

USING THE COMPUTATION WORKSHEET

As the citizens' ratings are tabulated, count the satisfactory ratings for each response attribute and enter subtotals on the following lines of the Computation Worksheet (Form 102):

- willingness to accept comment--lines 1a, 2a;
- courtesy--lines 1b, 2b;
- service--lines 1c, 2c.

Total these entries and enter the results on lines 1d and 2d, respectively.

Next, enter the total number of respondents:

- positive feedback--line 3a;
- negative feedback--line 3b.

Lines 3a and 3b request the total numbers of the citizens in the survey who registered positive and negative feedback, respectively. Divide line 1d by line 3a (enter the result on line 4), and line 2d by line 3b (and enter on line 5). Finally, add together lines 4 and 5 (line 6), and divide this sum by the number 6. Enter this result on line 7. Line 7 is the value of the effectiveness measure E5.2.1a, and it represents the proportion of citizens who registered positive or negative feedback, including officially recognized complaints and rated the departments' handling of their comments as "satisfactory or better."

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.2.1a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of survey respondents who registered positive feedback with the police and rated as satisfactory police: a. Willingness to accept feedback (VAR035)..... _____ b. Courtesy (VAR036)..... _____ c. Service (VAR037)..... _____ d. Total (add lines 1a through 1c)... _____ 2. Enter the number of survey respondents who registered negative feedback with the police and rated as satisfactory police: a. Willingness to accept feedback (VAR038)..... _____ b. Courtesy (VAR039)..... _____ c. Service (VAR040)..... _____ d. Total (add lines 2a through 2c)... _____ 3. Enter the total number of survey respondents who registered with the police: a. Positive feedback (VAR041)..... _____ b. Negative feedback (VAR042)..... _____	4. a. Multiply line 3a by 3..... _____ b. Multiply line 3b by 3..... _____ 5. Divide line 1d by line 4a..... _____ 6. Divide line 2d by line 4b..... _____ 7. Add together line 4 and line 5..... _____ 8. Divide line 6 by the quantity 2 and enter the result. This is the proportion of citizens who register feedback and rate the department's handling of their comment as satisfactory; it is the value of E5.2.1a... [ ]

Form 102

MEASUREMENT SET 5.2.1

MEASURABLE OBJECTIVE 5.2.1

To maximize public esteem for the department by maintaining the highest possible number of instances in which individuals who wish to register positive or negative feedback, including officially recognized complaints, are able to do so without encountering resistance, discourtesy, or unsatisfactory service.

CORE EFFECTIVENESS MEASURE E5.2.1b

Proportion of the public who are willing to register positive or negative feedback, including complaints.

DATA COLLECTION INFORMATION

Data Source: Clientele survey

Related Measures: E5.2.1a

Data Availability: Not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,000 (Total Cluster)

Measurement Interval: Yearly

Directionality: Up

RATIONALE

A second perspective on the effectiveness of a department's feedback reception system is the citizenry's preparedness to register commendations and complaints. This measure assesses that perspective by representing the fraction of citizenry who have given the department their comments.

MEASUREMENT STRATEGY

Respondents in a clientele survey are asked whether they registered feedback after their encounter with the police.

DATA ELEMENTS

VAR043 - Number of citizens who, after some form of contact with the police, are willing to register positive or negative feedback, including complaints.

VAR044 - Number of citizens who, after some form of contact with the police, are not willing to register positive or negative feedback, including complaints.

KEY TERMS

1. Some form of contact with the police is any situation wherein a citizen was the recipient of police services of some kind, such as a criminal investigation, help to a stranded motorist, first aid, or locating a missing person.

2. Positive feedback is registered when a citizen contacts the department after a police incident for the purpose of letting the department know that she/he is pleased with the contact or service received from the police.

3. Negative feedback, including officially recognized complaints is registered when a citizen contacts the department after a police incident for the purpose of letting the department know that she/he is displeased with the contact or service received from the police.

MEASURE COMPUTATION FORMULA

$$E5.2.1b = \frac{VAR043}{VAR043 + VAR044}$$

To calculate measure E5.2.1b, divide the number of citizens in the survey who registered positive or negative feedback about a police contact (VAR043) by the total number of citizens surveyed (VAR043 plus VAR044). The resulting value represents the proportion of the public who registered positive or negative feedback (including complaints).

DATA TABULATION PROCEDURES

The data for this measure must be obtained from a clientele survey, conducted among members of the public who have had contact with the police during the previous year.

As citizens (clients) are interviewed, each should be asked if he/she took some form of independent action as a result of his/her contact with the police, to contact the department to give positive or negative feedback, including officially recognized complaints. Each response should be tallied on Form 103.

CONTINUED

6 OF 7

PPPM
MEASURES
E5.2.1a
E5.2.1b

RATINGS OF DEPARTMENT HANDLING OF CITIZEN COMMENT TALLY SHEET

POLICE RESPONSE ATTRIBUTE	POSITIVE FEEDBACK		NEGATIVE FEEDBACK		SUBTOTALS
	YES -- SATISFACTORY	NO -- NOT SATISFACTORY	YES -- SATISFACTORY	NO -- NOT SATISFACTORY	
WILLINGNESS TO ACCEPT COMMENT	(VAR 036)		(VAR 039)		
COURTESY	(VAR 037)		(VAR 040)		
SERVICE	(VAR 038)		(VAR 041)		
SUBTOTALS					TOTAL (VAR 042)

FORM 101

NOTE: COUNT SUGGESTIONS AS NEGATIVE FEEDBACK

PPPM
MEASURE
E5.2.1b

CITIZEN FEEDBACK TALLY SHEET

TOOK INDEPENDENT ACTION TO GIVE POLICE FEEDBACK	
YES	NO

USING THE COMPUTATION WORKSHEET

As the survey responses are tabulated, subtotal each category according to whether the citizen registered feedback or not. Count the number of respondents who were willing to give feedback and enter subtotals on the following lines of the Computation Worksheet (Form 104):

- citizens willing to register feedback--line 1;
- citizens not willing to register feedback--line 2.

Next, add lines 1 and 2 together and enter the sum on line 3. Line 3 represents the total number of citizens who were interviewed in the survey.

Finally, divide line 1 by line 3 and enter the result on line 4. Line 4 is the value of effectiveness measure E5.2.1b, and it represents the proportion of citizens who, after contact with the police, were willing to register positive or negative feedback, including officially recognized complaints.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.2.1b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of citizens who indicated that they registered positive or negative feedback with the police (VAR043)..... _____	4. Divide line 1 by line 3 and enter the result. This figure is the proportion of the public who are willing to register positive or negative feedback, including complaints, it is the value of E5.2.1b..... [ ]
2. Enter the number of citizens who indicated that they did not register positive or negative feedback with the police (VAR044)..... _____	
3. Add together line 1 and line 2, and enter the total number of persons who participated in the survey..... _____	

Form 104

MEASUREMENT SET 5.2.2

MEASURABLE OBJECTIVE 5.2.2
To maximize the degree to which the public possesses accurate knowledge of the level and location of crime.

CORE EFFECTIVENESS MEASURE E5.2.2
Degree to which the public possesses accurate knowledge of the level and location of crime, as indicated by the average score on a test of such knowledge given to a sample of citizens.

DATA COLLECTION INFORMATION
Data Source: Community survey
Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3, E5.2.3a, E5.2.3b, E5.2.4b, E5.2.4c
Data Availability: Data not currently available in most departments
Minimum Study Period: One year
Data Collection Mode: Special-purpose collection
Estimated Cost of Collection: $7,500 (Separate) $40,000 (Cluster)
Measurement Interval: Yearly
Directionality: Up

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RATIONALE

Accurate and effective public information is one of the responsibilities of a municipal police force. This measure gauges the success with which the agency is able to communicate an awareness of crime patterns to the public at large.

MEASUREMENT STRATEGY

Citizens are surveyed and asked test questions regarding the location and level of crime.

DATA ELEMENTS

VAR045 - The total, aggregate number of correct responses by survey participants on a test of knowledge about the location and level of crime in the community.

VAR046 - The number of questions on the test.

VAR047 - The number of participants in the survey.

KEY TERMS

1. The test of knowledge of the location and level of crime in the community is structured as a map of the city with culturally and geographically distinct areas identified. The map is employed as the test instrument during a survey of community citizens. For this measure each citizen is asked to tell which type of crime (of the Part I offenses) is most prevalent in each location chosen. Then the citizen

is asked to indicate whether crime in that area was high, medium, or low during the preceding twelve (12) months, compared to other areas of the city. The responses of the citizens are then compared to police records indicating crime location and level.

2. Total aggregate number of responses on a test of such knowledge is simply a complete total of the number of correct responses on the test, by all who take this test.

MEASURE COMPUTATION FORMULA

$$E5.2.2 = \frac{VAR045}{VAR046 \times VAR047}$$

To calculate measure E5.2.2, first total the scores of each -itizen on a sample test of knowledge of crime level and location in the community (VAR045), to form the numerator (top part) of the equation. Next, multiply the number of questions on the test (VAR046) times the number of citizens who participate in the survey (VAR047), to form the denominator (bottom part). Finally, divide the numberator (top) by the denominator (bottom). The resulting value represents the degree to which the public possesses accurate knowledge of the level and location of crime as indicated by their average score on a test of such knowledge.

DATA TABULATION PROCEDURES

Data for this measure are taken from a survey of community residents. Since the conduct of such a survey is quite expensive, it is recommended that this measure be collected only in conjunction with a more wide-reaching community study, such as a victimization survey. The respondent panel (sample) for this measure should be chosen so as to be representative of the general citizenry, rather than a more restrictive subset of the population. That is, this measure

should be asked of ordinary citizens, and not be appended to a specialized clientele survey or poll of public officials. See measure E1.1.2 for a more detailed discussion of public survey issues.

To gether data for this measure, a map must be prepared, identifying culturally and geographically distinct areas. For each such area, the citizen (survey respondent) will be asked:

1. Which type of crime (murder, rape, robbery, assault, burglary, or theft) occurs most often in that area?

2. Is crime (in general) in that area high, medium, or low, compared to other areas of the city?

Correct answers must be determined by comparing the citizen response to the previous years' UCR statistics for each area of the city under study. Each respondent's score is calculated as the number of answers that are correct, and then this score is added to other respondent's scores to form a total aggregate score for all participants (VAR045).

USING THE COMPUTATION WORKSHEET

To calculate E5.2.2, first transfer the total aggregate score (number of correct responses) to all respondents (VAR045) to line 1 of the Computation Worksheet (Form 105). Next, enter the number of questions in the test (VAR046) on line 2, and the number of participants in the survey (VAR047) on line 3.

Multiply line 2 times line 3, and enter the result on line 4. Finally, divide line 1 by line 4, to produce the value of E5.2.2, the proportion of correct responses given by citizens on a general knowledge test of the location and level of crime in the community.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in degree....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Degree....compared to the average departmental degree over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.2.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total number of correct responses scored by all citizens in the sample on the test of location and level of crime in the community (VAR045)..... _____	4. Multiply line 2 by line 3 and enter the product..... _____
2. Enter the number of questions on the test (VAR046)..... _____	5. Divide line 1 by line 4. This figure is the degree to which the public possesses accurate knowledge of the level and location of crime as indicated by an average score on a test of such knowledge given to a sample of citizens; the value of E5.2.2.....
3. Enter the total number of citizens in the sample (VAR047)..... _____	

Form 105

MEASUREMENT SET 5.2.3

MEASURABLE OBJECTIVE 5.2.3

To maximize public understanding of police objectives, the ability of the police to achieve those objectives, and citizens' roles and responsibilities in the prevention and control of crime.

CORE EFFECTIVENESS MEASURE E5.2.3a

Degree of public understanding of police objectives.

DATA COLLECTION INFORMATION

Data Source: Community survey

Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3, E5.2.2, E5.2.3b, E5.2.4b, E5.2.4c

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $7,500 (Separate)
$40,000 (Cluster)

Measurement Interval: Yearly

Directionality: Up

RATIONALE

One of a police department's public information responsibilities is to educate citizens about basic police objectives. This measure tests the general public awareness of the four basic objectives of crime prevention, crime control, conflict resolution, and service.

MEASUREMENT STRATEGY

Citizens are surveyed and asked test questions regarding police objectives.

DATA ELEMENTS

VAR048 - The total, aggregate score of all citizens in the sample on a test of their understanding of police objectives.

VAR049 - The number of citizens in the sample.

KEY TERMS

1. Public understanding of police objectives is the degree to which citizens can name, when asked, the four basic police objectives of crime prevention, crime control, conflict resolution, and service.

2. Total aggregate number of responses on a test of such knowledge is simply a complete total of the number of correct responses on the test, by all who take the test.

MEASURE COMPUTATION FORMULA

$$E5.2.3a = \frac{VAR048}{4 \times (VAR049)}$$

To calculate this measure, add together the scores of each citizen surveyed on the extent to which they understand police objectives (VAR048). This sum will then be divided by four times the total number of citizens surveyed (VAR049). The resulting value represents the degree of public understanding of police objectives as manifested by the proportion of correct responses on a test of such knowledge.

DATA TABULATION PROCEDURES

Data for this measure are taken from a survey of community residents. Since the conduct of such a survey is quite expensive, it is recommended that this measure be collected only in conjunction with a more wide-reaching community study, such as a victimization survey. The respondent panel (sample) for this measure should be chosen to be representative of the general citizenry, rather than a more restrictive subset of that population; that is, questions for this measure should be asked of ordinary citizens and not be appended to a specialized clientele survey or a poll of public officials. See measure E1.1.2 for a more detailed discussion of public survey issues.

To gather data for this measure, citizens should be asked during the course of a general community survey if they can name the four primary police objectives, namely crime prevention, crime control, conflict resolution, and general service. Thus, there are four possible correct answers, and citizens will be given credit for a correct response for each primary objective they can name.

If a citizen names all of the police objectives, she/he receives a score of "4"; she/he names three, then his/her score is "3", and so on. At the end of the survey, the total correct responses given by citizens (VAR048) will be aggregated and the results transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

To calculate E5.2.3a, first transfer the total aggregate score (number of correct responses) of all respondents (VAR048) to line 1 of the Computation Worksheet (Form 106). On line 2 enter the total number of citizens in the sample (VAR049). Then, multiply line 2 by the quantity 4 (number of primary police objectives).

Finally, divide line 1 by line 3 and enter the result on line 4. This figure represents the degree of public understanding of police objectives.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in degree....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Degree....compared to the average departmental degree over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.2.3a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total number of correct responses of all citizens in the sample (VAR048)..... _____	3. Multiply line 2 by line 4 and enter the result..... _____
2. Enter the number of citizens in the sample (VAR049)..... _____	4. Divide line 1 by line 3. This figure represents the degree of public understanding of police objectives as manifested by a test given to a sample of citizens; it is the value of E5.2.3a..... [ ]

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Form 106

MEASUREMENT SET 5.2.3

MEASURABLE OBJECTIVE 5.2.3

To maximize public understanding of police objectives, the ability of the police to achieve those objectives, and citizens' roles and responsibilities in the prevention and control of crime.

CORE EFFECTIVENESS MEASURE E5.2.3b

Degree of public understanding of citizens' roles and responsibilities in the prevention and control of crime, as manifested by average scores on a test of such understanding (knowledge) given to a sample of citizens.

DATA COLLECTION INFORMATION

Data Source: Community survey

Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3, E5.2.3a, E5.2.4b, E5.2.4c

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $7,500 (Separate)
$40,000 (Cluster)

Measurement Interval: Yearly

Directionality: Up

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RATIONALE

This measure gauges the police department's effectiveness in educating citizens about their responsibility in crime prevention.

MEASUREMENT STRATEGY

Citizens are surveyed and asked test questions regarding public responsibility for crime prevention.

DATA ELEMENTS

VAR050 - The number of participants in the survey who indicate an understanding of citizens' roles and responsibilities in the prevention and control of crime.

VAR051 - The total number of citizens in the sample.

KEY TERMS

1. Understanding of citizens' roles and responsibilities in the prevention and control of crime can be indicated by: (a) acknowledgement of a duty to prevent crime; (b) having actually taken crime prevention measures in the home; (c) attendance at community meetings or workshops to learn about crime prevention, or similar actions.

MEASURE COMPUTATION FORMULA

$$E5.2.3b = \frac{VAR050}{VAR051}$$

To calculate this measure, E5.2.3b, it is necessary to divide the number of respondents who indicate an understanding of citizens roles (VAR050) by the total number of participants in the survey (VAR051). The resulting value will represent the degree of public understanding of citizens' roles and responsibilities in the prevention and control of crime.

DATA TABULATION PROCEDURES

Data for this measure, as for E5.2.2 and E5.2.3a, are taken from a survey of community residents. Since the conduct of such a survey is quite expensive, it is recommended that this measure be collected only in conjunction with a more wide-reaching community study, such as a victimization survey. The respondent panel (sample) for this measure should be chosen so as to be representative of the general citizenry, rather than a more restrictive subset of that population. See measure E1.1.2 for a more detailed discussion of public survey issues.

To gather data for this measure, citizens should be asked questions which will indicate either directly or indirectly that the citizens understand their role in crime prevention.

A direct approach would be to ask citizens the question, "Do you believe that you have a duty to try to prevent crimes from occurring in your neighborhood?" This approach assumes that a citizen can deduce what is meant by a duty without being prompted.

As a less direct approach, which may be easier for the citizen, and still provide the department with crime prevention information, would be to ask questions such as,

1. Have you installed dead-bolt locks on the doors in your home to prevent break-ins?

2. Do you, or have you attended meetings in your community which were designed to provide you with information about rape, robberies, burglaries, or some other type of crime?

Either of the above approaches is acceptable. Once an approach has been designated, citizens in the community should be surveyed. Correct answers will be those which indicate that the citizen acknoqledges a role in crime prevention. Each respondent's score is calculated as "1" when they answer correctly and "0" when they do not acknowledge a crime prevention role. At the end of the survey, all of the citizen scores will be summed and transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

After each citizen in the sample has been interviewed to see the extent to which they understand citizens' role in the prevention and control of crime, the total number of respondents who understand that role should be entered on line 1. Then the total number of citizens in the sample should be entered on line 2.

Finally, the value of effectiveness measure E5.2.3b is determined by dividing line 1 by line 2. This score should be entered on line 3. Line 3 represents the degree of public understanding of citizens' roles and responsibilities in the prevention and control of crime.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in degree....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Degree....compared to the average departmental degree over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
NEASURE
E5.2.3b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of citizens in the sample who have an understanding of citizens' roles and responsibilities in the prevention and control of crime (VAR050)..... _____ 2. Enter the total number of citizens in the sample (VAR051)..... _____	3. Divide line 1 by line 2. This figure is the degree of public understanding of citizens' roles and responsibilities in the prevention and control of crime; it is the value of E5.2.3b..... [ ]

Form 107

MEASUREMENT SET 5.2.4

MEASURABLE OBJECTIVE 5.2.4

To maximize the police community leadership role in crime prevention and control planning, and to coordinate, cooperate and plan with other elements of the criminal justice system, with appropriate public and private agencies, and with other units of local government.

CORE EFFECTIVENESS MEASURE E5.2.4a

Composite rating of police community leadership in crime prevention and control planning, and level of coordination, cooperation, and planning with other elements of the criminal justice system, with appropriate public and private agencies, and with other units of local government, as determined by rating instruments administered to city administrators and heads of other public and private agencies.

DATA COLLECTION INFORMATION

Data Source: Ratings by community leaders

Related Measures: E5.3.2, E5.3.4

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

RATIONALE

To assess the level of community leadership provided by the police, this measure presents a composite, average rating.

MEASURZMENT STRATEGY

Data are collected in the form of ratings supplied by a variety of community leaders.

DATA ELEMENTS

VAR052 - Average rating of police community leadership in crime prevention and control planning by city administrators.

VAR053 - Average rating of police community leadership in crime prevention and control planning by heads of public agencies.

VAR054 - Average rating of police community leadership in crime prevention and control planning by heads of private agencies.

VAR055 - Average rating of police community leadership in crime prevention and control planning by heads of criminal justice agencies.

VAR056 - Average rating of the level of police inter-agency coordination, cooperation, and planning by city administrators.

VAR057 - Average rating of the level of police inter-agency coordination, cooperation, and planning by heads of public agencies.

VAR058 - Average rating of the level of police inter-agency coordination, cooperation, and planning by heads of private agencies.

VAR059 - Average rating of the level of police inter-agency coordination, cooperation, and planning by heads of criminal justice agencies.

VAR060 - Number of group ratings of police community leadership and inter-agency efforts.

KEY TERMS

1. Rating of police community leadership is the subjective appraisal by agency administrators and heads of local government of the extent to which the police exhibit community leadership, based on the contact those officials have experienced with the police. Community leadership means the degree to which the department takes responsible, authoritative public stands on issues and the respect the agency receives from the public.

2. Inter-agency coordination, cooperation, and planning is the effort expended by the police, other city agencies, or units of local government to enter into joint endeavors for the purpose of addressing common problems.

3. City administrators are city managers and mayors, and their deputies.

4. Heads of public agencies are administrative officials in agencies of city or county government other than criminal justice agency officials.

5. Heads of private agencies are administrative officials affiliated with non-public agencies that provide community services.

6. Heads of criminal justice agencies are administrative officials in the police, prosecutive, judicial, and correctional fields of the city, county, state, or federal government.

MEASURE COMPUTATION FORMULA

$$E5.2.4a = \frac{\sum VAR052 \text{ thru } VAR059}{VAR060}$$

To calculate measure E5.2.4a, add together all the average ratings of police community leadership and inter-agency efforts, given by the city administrators and other agency heads (VAR052 thru VAR059). Then divide this sum by the number of average group ratings (VAR060). The resulting value represents the degree of police community leadership in crime prevention and control planning and the level of coordination, cooperation, and planning with other elements of the criminal justice system and other local units of government.

DATA TABULATION PROCEDURE

To collect the data required for this measure, a rating form must be administered to city administrators and other officials shown in the data element listing. The instrument to be used for these interviews consists of two questions, graded on a five-point Likert scale (see Form 116).

The first question directs the respondent to assess the extent to which the police department exhibits community leadership. After each group of respondents has rated leadership, the results for that group should be averaged (summed and divided by the number of raters).

Similarly, the second question directs the respondent to assess how well the department performs in the area of inter-agency coordination, cooperation, and planning. The responses to this question should also be averaged.

PPPM
MEASURE
E5.2.4a

Rating Form

Police Department Leadership and Coordination

1. How would you rate the police department in community leadership?

> Note: By community leadership we mean the degree to which the department takes responsible, authoritative public stands on issues and the respect the agency received from the public.

Very Good	Good	Neutral	Low	Very Low
5	4	3	2	1

2. How well does the police department perform in the area of inter-agency coordination, cooperation, and planning?

> Note: By inter-agency coordination, cooperation, and planning, we mean the effort (and success) the department puts into joint efforts with other agencies for the purpose of addressing common problems.

Very Good	Good	Neutral	Low	Very Low
5	4	3	2	1

Form 116

USING THE COMPUTATION WORKSHEET

As the responses of the local agency officials are averaged, these averages should be entered on the following lines of the Computation Worksheet (Form 108):

- average community leadership ratings
  - city administrators--line 1;
  - heads of public agencies--line 2;
  - heads of private agencies--line 3;
  - heads of criminal justice agencies--line 4;
- average inter-agency coordination ratings
  - city administrators--line 5;
  - heads of public agencies--line 6;
  - heads of private agencies--line 7;
  - heads of criminal justice agencies--line 8.

Once the sub-totals have been entered, lines 1 thru 4 and 5 thru 8 should be summed, with the totals entered on lines 9 and 10, respectively. Then lines 9 and 10 should be added together and entered on line 11.

On line 12, enter the number of average group ratings (VAR060--8 in this case). Finally, divide line 11 by line 12 and enter the result on line 13. Line 13 represents the aggregate mean rating of police community leadership and inter-agency coordination.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in rating....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Rating....compared to the average departmental rating over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
NEASURE
E5.2.4a

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
A. Enter the average ratings of police community leadership by:	9. Add lines 1 through 4 and enter the result..... _____
1. City administrators (VAR052)..... _____	10. Add lines 5 through 8 and enter the result..... _____
2. Heads of public agencies (VAR053). _____	11. Add lines 9 through 10 and enter the result..... _____
3. Heads of private agencies (VAR054) _____	12. Enter the number of average group ratings (VAR060)..... _____
4. Heads of crimimal justice agencies (VAR055)..... _____	13. Divide line 11 by line 12. This figure is the aggregate mean rating of police community leadership and inter-agency coordination; it is the value of E5.2.4a.....
B. Enter the average ratings of police inter-agency coordination by:	
5. City administrators (VAR056)..... _____	
6. Heads of public agencies (VAR057). _____	
7. Heads of private agencies (VAR058) _____	
8. Heads of criminal justice agencies (VAR059)..... _____	

Form 108

MEASUREMENT SET 5.2.4

MEASURABLE OBJECTIVE 5.2.4

To maximize the police community leadership role in crime prevention and control planning, and to coordinate, cooperate and plan with other elements of the criminal justice system, with appropriate public and private agencies, and with other units of local government.

CORE EFFECTIVENESS MEASURE E5.2.4b

Proportion of public who recognize the chief of police as a community leader.

DATA COLLECTION INFORMATION

Data Source: Community survey

Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3, E5.2.3a, E5.2.3b, E5.2.4c

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $7,500 (Separate)
$40,000 (Cluster)

Measurement Interval: Yearly

Directionality: Up

RATIONALE

This measure assumes that a department's success in community leadership is reflected in the degree to which its chief is recognized as a leader. Leadership is appraised by determining the number of citizens who can cite the chief's name.

MEASUREMENT STRATEGY

In a community survey, citizens are asked if they can name the chief of police. the measure value is represented as the proportion of successful responses.

DATA ELEMENTS

VAR061 - The number of citizens in a community survey who know the name of the chief of police.

VAR062 - Total number of citizens surveyed.

KEY TERMS

1. Recognizing the chief of police as a community leader is simply whether or not a citizen can name the city's chief of police. Correct responses are those which indicate, at minimum, the chief's last name or a reasonable approximation of it. The more citizens who can name the chief of police, theoretically, the more visibly active role the chief plays in the community.

MEASURE COMPUTATION FORMULA

$$E5.2.4b = \frac{VAR061}{VAR062}$$

To calculate measure E5.2.4b, divide the number of citizens who know the name of the chief of police (VAR061) by the total number of citizens surveyed (VAR062). The resulting value reflects the proportion of the public who recognize the chief of police as a community leader.

DATA TABULATION PROCEDURES

Data for this measure are derived from a community survey, which should be conducted in conjunction with other community survey measures (see E1.1.2). As citizens are surveyed, they are asked to give the name of the chief of police.

Correct responses are those which indicate, at minimum, the chief's last name or a reasonable approximation of it. At the end of the survey, correct responses will be transferred to the computation worksheet.

USING THE COMPUTATION WORKSHEET

After the survey has been tabulated, enter the number of correct responses to the question "What is the name of the chief of police?" on line 1. Enter the total number of respondents (that is, the number of persons interviewed) on line 2. Divide the first entry (line 1) by the second (line 2) to obtain the value or score for E5.2.4b, which is entered in the box at line 3. This number (it should range between 0.0 and 1.0) represents the proportion of citizens who can name the chief of police, and it reflects his/her public recognition as a public leader.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.2.4b

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of correct responses to the question, "What is the name of the chief of police?" (VAR061)..... _____ 2. Enter the number of respondents in the survey (VAR062)..... _____	3. Divide line 1 by line 2 and enter the result. This value represents the proportion of the public who recognize the chief of police as a community leader; it is the value of E5.2.4b..... [ ]

Form 109

MEASUREMENT SET 5.2.4

MEASURABLE OBJECTIVE 5.2.4
To maximize the police community leadership role in crime prevention and control planning, and to coordinate, cooperate and plan with other elements of the criminal justice system, with appropriate public and private agencies, and with other units of local government.

CORE EFFECTIVENESS MEASURE E5.2.4c
Proportion of public who know of the police position on community issues.

DATA COLLECTION INFORMATION
Data Source: Community survey
Related Measures: E1.1.2, E1.2.2, E1.3.2, E2.1.1, E2.1.2, E2.1.3, E5.2.3a, E5.2.3b, E5.2.6b
Data Availability: Data not currently available in most departments
Minimum Study Period: One year
Data Collection Mode: Special-purpose collection
Estimated Cost of Collection: $7,500 (Separate) $40,000 (Cluster)
Measurement Interval: Yearly
Directionality: Up

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RATIONALE

Another aspect of community leadership entails taking public stands on community issues. This measure appraises the visibility and hence the effectiveness of the police department's public stance by presenting the proportion of the citizenry that can correctly identify the issues on which the department has taken stands.

MEASUREMENT STRATEGY

A community survey is conducted, and citizens are asked to name issues on which the police department has taken positions.

DATA ELEMENTS

VAR063 - The number of citizens in a community survey who can name a recent community issue on which the police department has taken a position.

VAR064 - Total number of citizens surveyed.

KEY TERMS

1. Knowledge of the police position on community issues is the ability of the citizen to name a recent community issue on which the police department took a public position. Issues the citizen might be expected to name may have appeared in the local newspaper, but any issue, correctly identified, should be counted. It is not necessary for the purpose of this measure, for the citizen to identify the police position correctly. All that is required is that the respondent identify the issue.

MEASURE COMPUTATION FORMULA

$$E5.2.4c = \frac{VAR063}{VAR064}$$

To calculate measure E5.2.4c, divide the number of citizens who are aware of a police position on a community issue (VAR063) by the total number of citizens surveyed (VAR064). The resulting value represents the proportion of the public who know of the police position on community issues.

DATA TABULATION PROCEDURES

The data for effectiveness measure E5.2.4c are obtained as part of a public survey, which may be conducted in conjunction with other community survey measures (see E1.1.2).

For this measure, respondents are asked to name an issue on which the police department took a public position. If the respondent is able to identify a recent issue on which the police took a public stand, then the citizen will be deemed to know of the police position on community issues.

The range of issues the citizen might be expected to name may include those that have been publicized and have appeared in a local newspaper, but any issue, correctly identified, should be counted. All correct responses (that is, citizens who can name issues) will be tallied at the end of the survey.

USING THE COMPUTATION WORKSHEET

After the survey has been tabulated, enter the number of respondents who could name a recent community issue on which the police took a stand (VAR063) on line 1 of the Computation Worksheet (Form 110). Enter the total number of respondents (that is, the number of persons interviewed) on line 2. Divide line 1 by line 2 to obtain the value or score for E5.2.4c, which should be entered in the box at line 3. This number (it will range between 0.0 and 1.0) represents the proportion of citizens who can identify an issue on which the police department took a public stand, and it reflects public recognition of the department's leadership role.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in proportion....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Proportion....compared to the average departmental proportion over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.2.4c

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of respondents who could name a recent community issue on which the police took a public stand (VAR063)..... _____ 2. Enter the number of respondents in the survey (VAR064)..... _____	3. Divide line 1 by line 2 and enter the result. This value represents the proportion of the public who has knowledge of the police position on community issues; it is the value of E5.2.4c..... [ ]

Form 110

MEASUREMENT SET 5.3.1

MEASURABLE OBJECTIVE 5.3.1

To maximize the number of instances in which:

- other criminal justice agencies
- local government agencies

are persuaded to conduct activities that will facilitate the fulfillment of primary police responsibilities.

CORE EFFECTIVENESS MEASURE E5.3.1

Number of instances in which:

- other criminal justice agencies
- other local government agencies

are persuaded to conduct activities that will facilitate the fulfillment of primary police responsibilities.

DATA COLLECTION INFORMATION

Data Source: Correspondence file search

Related Measure: E5.3.3

Data Availability: Data not currently collected in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $2,000 (Separate)
$2,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

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RATIONALE

Much of police work cannot be carried on by the police department alone, but requires the cooperation of other agencies as well. This measure appraises the department's success in convincing other organizations to assist in attaining police objectives.

MEASUREMENT STRATEGY

Correspondence files are searched for evidence of inter-agency agreements to cooperate.

DATA ELEMENTS

VAR065 - Number of instances in which other criminal justice agencies are persuaded to conduct activities that facilitate the fulfillment of primary police responsibilities.

VAR066 - Number of instances in which other local government agencies are persuaded to conduct activities that facilitate the fulfillment of primary polie responsibilities.

KEY TERMS

1. Criminal justice agencies are police, prosecutive, judicial, or correctional agencies of the city, county, state, or federal government, such as a sheriff's department, probation authority, municipal court, state highway patrol, or the Federal Bureau of Investigation.

2. Local government agencies are agencies of city or county government.

3. Persuasion to conduct activities occurs when the police and other agency discuss how some activity would help the police achieve an objective, and then the other agency agrees to conduct that activity to assist the police department.

4. Activities that facilitate the fulfillment of primary police responsibilities are activities that facilitate to some observable degree the achievement of at least one police goal, such as the basic or measurable police objectives defined by this project. For example, Measurable Objective 4.1.3 is "To minimize pedestrian and motor vehicle congestion." If the city's traffic engineers are persuaded to establish one-way streets in a downtown area and thus reduce congestion, the attainment of this police objective would be facilitated by the action.

5. Primary police responsibilities are obligations or activities entailed by the basic objectives of crime prevention, crime control, conflict resolution, and general service.

MEASURE COMPUTATION FORMULA

E5.3.1 = VAR065 + VAR066

To calculate measure E5.3.1, add together the number of instances in which other criminal justice and local government agencies are persuaded to conduct cooperative activities (VAR065 + VAR066). The resulting value represents the total number of instances in which both local government and other criminal justice agencies are persuaded to conduct activities that facilitate the fulfillment of primary police responsibilities (E5.3.1).

DATA TABULATION PROCEDURE

Most police organizations carry on continuing programs of communication and coordination with other criminal justice agencies and units of their own local government. For example, an officer may seek the assistance of fire and sanitation inspectors to force repair of an unsafe slum dwelling, or she/he may request the arrest of a suspect who has fled to another jurisdiction. Such inter-agency contacts are proper and professional police actions, but their number and informal nature make measurement burdensome and impractical.

To promote the efficient collection and analysis of data concerning departmental effectiveness, this measure focuses only on those instances of inter-departmental persuasion that are formal. That is, the sole acts of persuasion to be considered are those (a) that result in the preparation of some document (such as a letter, or a policy), and (b) that are issued (signed) at the middle management (lieutenant/captain) level or above.

The data collection and tabulation task for this measure thus becomes a matter of finding and counting the documents evidencing persuasion. Some police departments maintain a general correspondence file system, to catalogue and preserve extra-departmental communications from throughout the agency. Others keep decentralized files, spread among the offices of each organizational unit. To collect data for this measure, the analyst must first determine where the files are kept and which system is used for filing (chronological, subject matter, or correspondent). Next, she/he must establish an economical procedure for examining each file item (letter, memorandum, etc.) generated during the study period to determine whether the document requests cooperative action and whether that request was ultimately persuasive. To classify requests as persuasive, there must be some evidence (such as a letter of agreement, a copy of a new policy, or an internal memorandum for the file) to document its success.

Once procedures have been established, a clerk can search through the file, tabulating inter-agency requests for assistance and their responses. The tally sheet (Form 111) can be used to record what is in the file. One line should be used for each agency and issue on which cooperation is requested, regardless of the extent of the correspondence. That is, if the police department requests both the health department and the coroner for changed procedures to preserve

PPPM
MEASURES
E5.3.1
E5.3.3

TALLY SHEET

USE THIS SHEET TO RECORD ONLY REQUESTS FROM ☐ TO ☐ POLICE

1. UNIT OF ORIGIN/REFERRAL	2. DATE	3. AGENCY		4. SUBJECT	5. FORM OF AGREEMENT DOCUMENTATION (LETTER, MEMO, ETC.)	6. DATE OF AGREEMENT DOCUMENT	
		C. J.	LOCAL GOVT.			C. J.	LOCAL GOVT.
						COUNT (VAR065) OR (VAR076)	COUNT (VAR066) OR (VAR077)

FORM 111

evidence in murder cases, that should count as two requests, one for each agency. If an extended exchange of correspondence ensues, however, no further requests should be counted.

As each sheet is completed, the number of requests and agreements should be tallied and entered on the bottom line. Barring errors and spoilage, the number of requests should always equal 25 per sheet, but the number of agreements will vary. After all tally sheets are completed, total the number of agreements for transfer to the computation worksheet.

USING THE COMPUTATION WORKSHEET

As the number of agency-instances is tallied, the results should be entered on lines 1 and 2, respectively, of the Computation Worksheet (Form 112).

On line 3, enter the total number of instances in which other criminal justice agencies and other local government agencies are persuaded to conduct activities that will facilitate the fulfillment of primary police responsibilities (sum lines 1 and 2).

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in number....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Number....compared to the average departmental number over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.3.1

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the number of instances in which other criminal justice agencies agree to facilitate primary police responsibilities (VAR065)..... _____ 2. Number of instances in which other local government agencies agree to facilitate primary police responsibilities (VAR066)..... _____	3. Add line 1 and line 2 and enter the result. This is 5.3.1, the total number of instances in which other agencies are persuaded to conduct activities that will facilitate the fulfillment of primary police responsibilities..... [ ]

Form 112

MEASUREMENT SET 5.3.2

MEASURABLE OBJECTIVE 5.3.2

To maximize continuous adherence to established executive, legislative, and judicial norms or policies such as:

- public accountability
- fiscal responsibility
- affirmative action in personnel practices.

CORE EFFECTIVENESS MEASURE E5.3.2

Degree of adherence to established executive, legislative, and judicial norms or policies such as:

- public accountability
- fiscal responsibility
- affirmative action in personnel practices

as evaluated by local executive, legislative and judicial officials.

DATA COLLECTION INFORMATION

Data Source: Ratings by public officials

Related Measures: E5.2.4a, E5.3.4

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

RATIONALE

This measure reflects the degree to which the police department is able to live within the legal, fiscal, and political constraints of its parent and superior governmental bodies.

MEASUREMENT STRATEGY

Local executive, legislative, and judicial officials are interviewed and asked to rate the department's compliance with norms and policies.

DATA ELEMENTS

VAR067 - Degree of adherence to established norms and policies regarding public accountability, as evaluated by city executives.

VAR068 - Degree of adherence to established norms and policies regarding public accountability, as evaluated by members of the city council.

VAR069 - Degree of adherence to established norms and policies regarding public accountability, as evaluated by members of the judiciary.

VAR070 - Degree of adherence to established norms and policies regarding fiscal responsibility, as evaluated by city executives.

VAR071 - Degree of adherence to established norms and policies regarding fiscal responsibility, as evaluated by members of the city council.

VAR072 - Degree of adherence to established norms and policies regarding fiscal responsibility, as evaluated by city executives.

VAR073 - Degree of adherence to established norms and policies regarding affirmative action, as evaluated by members of the city council.

VAR074 - Degree of adherence to established norms and policies regarding affirmative action, as evaluated by members of the judiciary.

VAR075 - Total number of ratings given (officials x number of ratings per official).

KEY TERMS

1. Degree of adherence is the extent to which the police department faithfully observes the established executive, legislative, and judicial norms and policies (as evaluated by the local officials named in the measure).

2. Executive, legislative, judicial norms and policies are the authoritative standards binding upon the police department, which serve to guide, control, or regulate proper and acceptable behavior. These standards may be designed to promote prudence and integrity in management, or they may direct that a certain course of action be selected from among alternatives, in the light of given conditions, as a means of guiding decisions.

3. Public accountability is the ability of the police department to take direction from city management, the city council, or the court with regard to current departmental activity or procedure. An example would be an order from the city council or the court to regulate the use of intelligence devices. If the police comply with the directive, they are thereby deemed to be accountable.

4. Fiscal responsibility entails operating within budget, making only authorized expenditures, demonstrating a cooperative attitude in making budget requests, accounting for all disbursements, and conforming to city policies and regulations.

5. Affirmative action in personnel practices is departmental compliance with federal, state, and local guidelines regarding the employment of minority group members, including compliance with regulations that specify certain percentages or target levels for minority employment at different job

levels. Also, this term may refer to compliance with a court order to remedy a situation that is not in compliance with the above suggested guidelines.

6. Local executive officials refers to the city manager or mayor, and their deputies.

7. Local legislative officials refers to members of the city council.

8. Judicial officials refers to members of the judiciary.

MEASURE COMPUTATION FORMULA

$$E5.3.2 = \frac{\sum \text{VAR067 thru VAR074}}{\text{VAR075}}$$

To calculate E5.3.2, sum the aggregate ratings given by each class of official on each issue (VAR067 thru VAR074). Divide this total by the number of ratings given (VAR075) to obtain the overall mean rating. This figure will range from a low of 1.0 (very poor) to 5.0 (very good).

DATA TABULATION PROCEDURE

Data elements for E5.3.2 are derived from a questionnaire (see Form 117), which is administered to local executive, legislative and judicial officials. A response of "very good" is scored as 5, "good" as 4, "neutral" as 3, "poor" as 2, and "very poor" as 1. Completed forms are sorted by class of official and the scores for each question are totalled. That is, all the executives' responses to question 1 are added together to produce VAR067, all the council members responses to question 2 are added together to yield VAR068, etc.

PPPM
MEASURE
E5.3.2

Police Department Evaluation Form

1. How well do you believe the police department performs in regard to public accountability?

Note: By public accountability, we mean the department's ability to take direction with regard to current departmental activity or procedure. An example might be an order regulating the use of intelligence devices. If the police comply with the order, they are to be deemed accountable.

Very Good	Good	Neutral	Poor	Very Poor
5	4	3	2	1

2. How well do you believe the police department performs in regard to fiscal responsibility?

Note: Fiscal responsibility entails operating within budget, making only authorized expenditures, demonstrating a cooperative attitude in making budget requests, accounting for all disbursements, and conforming to city policies and regulations, etc.

Very Good	Good	Neutral	Poor	Very Poor
5	4	3	2	1

3. How well do you believe the police department performs in regard to affirmative action?

Note: Affirmative action in personnel practices is departmental compliance with federal, state, and local guidelines regarding the employment of minority group members, including compliance with regulations that specify certain percentages or target levels. Also, this term may refer to compliance with a court order to remedy a situation which is not in compliance with the above suggested guidelines.

Very Good	Good	Neutral	Poor	Very Poor
5	4	3	2	1

4. Which branch of government do you represent?

☐ Executive ☐ Legislative (City Council) ☐ Judicial

Form 117

USING THE COMPUTATION WORKSHEET

After totalling the responses of each class of official to each question, enter these sums on the following lines of the Computation Worksheet (Form 113):

- city executives on public accountability--line 1;
- city council members on public accountability--line 2;
- judiciary on public accountability--line 3;
- city executives on fiscal responsibility--line 4;
- city council members on fiscal responsibility--line 5;
- city executives on affirmative action--line 6;
- city council members on affirmative action--line 7;
- judiciary on affirmative action--line 8.

Once the sums have been entered, lines 1 through 8 should be summed and entered on line 9. Then on line 10, enter the number of ratings that were given.

Finally, divide line 9 by line 10 and enter the result on line 11. This figure is E5.3.2, the degree of adherence to established executive, legislative, and judicial norms and/or policies as evaluated by local officials.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in degree....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Development of Internal Measure not meaningful under the circumstances.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.3.2

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS

1. Enter the total rating by city executives on public accountability (VAR067)..... _____
2. Enter the total rating by city council members on public accountability (VAR068)..... _____
3. Enter the total rating by the judiciary on public accountability (VAR069)..... _____
4. Enter the total rating by city executives on fiscal responsibility (VAR070)..... _____
5. Enter the total rating by city council members on fiscal responsibility (VAR071)..... _____
6. Enter the total rating by city executives on affirmative action (VAR072)..... _____
7. Enter the total rating by city council members on affirmative action (VAR073)..... _____
8. Enter the total rating by the judiciary on affirmative action (VAR074)..... _____
9. Total ratings (sum lines 1 through 8)..... _____
10. Enter the total number of ratings that were given (VAR075)..... _____

COMPUTATION PROCEDURE

11. Divide line 10 by line 9. This figure is the degree of adherence to established executive, legislative, and judicial norms and policies as evaluated by local officials; it is the value of E5.3.2..... ☐

Form 113

MEASUREMENT SET 5.3.3

MEASURABLE OBJECTIVE 5.3.3

To maximize the number of instances in which the police conduct activities that contribute to the achievement of the objectives of:

- other criminal justice agencies
- other local government agencies

without interfering with the fulfillment of primary police responsibilities.

CORE EFFECTIVENESS MEASURE E5.3.3

Extent to which the police conduct activities that contribute to the achievement of the objectives of:

- other criminal justice agencies
- other local government agencies.

DATA COLLECTION INFORMATION

Data Source: Correspondence file search

Related Measure: E5.3.1

Data Availability: Data not currently available in most departments.

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $2,000 (Separate)
$2,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

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RATIONALE

Just as the police department must seek the assistance of other agencies to achieve its goals, so also does the department have an obligation to assist other governmental organizations, where feasible, to attain their objectives. This measure taps the degree to which the police department is able to assist other governmental agencies.

MEASUREMENT STRATEGY

Correspondence files are searched for evidence of inter-agency agreements to cooperate.

DATA ELEMENTS

VAR076 - Number of instances in which the police conduct activities that contribute to the achievement of other criminal justice agencies objectives.

VAR077 - Number of instances in which the police conduct activities that contribute to the achievement of other government agencies objectives.

KEY TERMS

1. Extent to which police conduct activities is the number of instances that the police, through cooperation with the other agencies, participate in joint efforts to benefit other criminal justice and local government agencies.

2. Activities contributing to the achievement of the objectives of criminal justice and local government agencies are special (non-routine) services of the police department that are requested by other agencies. Examples might include a security program developed by police for the parks departments or consultative services provided by the police to the housing authority on the subject of architectural designs to minimize the opportunity for crime.

3. Criminal justice agencies are police, prosecutive, judicial, or correctional agencies of the city, county, state, or federal government, such as a sheriff's department, probation authority, municipal court, state highway patrol, or the Federal Bureau of Investigation.

4. Local government agencies are agencies of city or county government.

MEASURE COMPUTATION FORMULA

E5.3.3 = VAR076 + VAR077

To compute E5.3.3, add together the number of instances that police conduct activities which facilitate other criminal justice and local government agency objectives (VAR076 + VAR077). The resulting value (E5.3.3) is a representation of the level of service provided to other agencies.

DATA TABULATION PROCEDURE

This measure differs from measure E5.3.1 only in that E5.3.3 looks at the extent to which the police facilitate the objectives of other agencies. To promote the efficient collection and analysis of data concerning departmental effectiveness, therefore this measure focuses only on those instances of inter-departmental persuasion that are formal. That is, the sole acts of persuasion to be considered are

those (a) that result in the preparation of some document (such as a letter, or a policy), and (b) that are issued (signed) at the middle management level or above.

The data collection and tabulation task for this measure thus becomes a matter of finding and counting the documents evidencing persuasion. To collect data for this measure, the analyst must examine each item in the correspondence files, generated during the study period, to determine whether (a) the document requests cooperative action and (b) that request was ultimately persuasive. To classify requests as persuasive, there must be some evidence (such as a letter of agreement, a copy of a new policy, or an internal memorandum for the file) to document its success.

Once procedures have been established, a clerk can search through the file, tabulating inter-agency requests for assistance and their responses. The tally sheet (Form 111) can be used to record what is in the file. One line should be used for each agency and issue on which cooperation is requested, regardless of the extent of the correspondence. That is, if the parks and recreation department and the water department both request the police department to develop security programs, that should count as two requests, one from each agency. If an extended exchange of correspondence ensues, however, no further requests should be counted.

As each sheet is completed, the number of requests and agreements should be tallied and entered on the bottom line. Barring errors and spoilage, the number of requests should always equal 25 per sheet, but the number of agreements will vary. After all tally sheets are completed, total the number of agreements for transfer to the Computation Worksheet.

USING THE COMPUTATION WORKSHEET

As the number of agency-instances is tallied, the results should be entered on lines 1 and 2, respectively, of the Computation Worksheet (Form 114). Then the extent to which the police conduct activities that contribute to the achievement of the objectives of other criminal justice and local government agencies should be determined by adding lines 1 and 2, and entered on line 3.

PPPM
MEASURES
E5.3.1
E5.3.3

TALLY SHEET

USE THIS SHEET TO RECORD ONLY REQUESTS FROM ☐ TO POLICE

1. UNIT OF ORIGIN/REFERRAL	2. DATE	3. AGENCY		4. SUBJECT	5. FORM OF AGREEMENT DOCUMENTATION (LETTER, MEMO, ETC)	6. DATE OF AGREEMENT DOCUMENT	
		C.J.	LOCAL GOVT.			C.J.	LOCAL GOVT.
						COUNT (VAR065) OR (VAR076)	COUNT (VAR066) OR (VAR077)

FORM 111

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in extent....over the last

   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Extent....compared to the average departmental extent over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.3.3

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total number of instances in which the police agree to conduct activities that contribute to the achievement of the objectives of other criminal justice agencies (VAR076).... ____	3. Add line 1 by line 2. This figure is the extent to which the police conduct activities that contribute to the achievement of the objectives of other criminal justice and local government agencies; it is the value of E5.3.3.... ☐
2. Number of instances in which the police agree to conduct activities that contribute to the achievement of the objectives of other governmental agencies (VAR077)..... ____	

Form 114

MEASUREMENT SET 5.3.4

MEASURABLE OBJECTIVE 5.3.4

To maximize the number of instances of cooperative planning between the police and:

- other criminal justice agencies
- other local government agencies

to assure the compatability of objectives and procedures.

CORE EFFECTIVENESS MEASURE E5.3.4

Extent to which the police participate in cooperative planning with:

- other criminal justice agencies
- other local government agencies

to assure the compatability of objectives and procedures, as evaluated by the heads of such agencies.

DATA COLLECTION INFORMATION

Data Source: Ratings by agency heads

Related Measures: E5.2.4a, E5.3.2

Data Availability: Data not currently available in most departments

Minimum Study Period: One year

Data Collection Mode: Special-purpose collection

Estimated Cost of Collection: $1,000 (Separate)
$1,500 (Cluster)

Measurement Interval: Yearly

Directionality: Up

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RATIONALE

This measure reflects the police department's cooperation with other agencies in planning for compatible operations.

MEASUREMENT STRATEGY

Heads of other criminal justice and local agencies are interviewed and asked to give their subjective appraisal of police cooperative planning.

DATA ELEMENTS

VAR078 - The total rating of heads of other criminal justice and local government agencies, concerning the extent to which the police participate in cooperative planning to assure the compatability of objectives and procedures.

VAR079 - The number of officials returning rating forms.

KEY TERMS

1. Extent to which police participate in cooperative planning is reflected in the independent, subjective appraisal of the heads of the agencies specified, of the frequency of cooperative planning efforts (such as meetings designed to discuss problems that have occurred as a result of a procedure of one of the two agencies). Agency heads are asked to rate police cooperation on a 5-point scale of cooperation.

2. Criminal justice agencies are police, prosecutive, judicial, or correctional agencies of the city, county, state, or federal government, such as a sheriff's department, probation authority, municipal court, state highway patrol, or the Federal Bureau of Investigation.

3. Local government agencies are agencies of city or county government.

4. Compatability of objectives and procedures is present when police objectives and procedures are capable of existing together in harmony with the objectives and procedures of other agencies.

MEASURE COMPUTATION FORMULA

$$E5.3.4 = \frac{VAR078}{VAR079}$$

The total rating of police participation in cooperative planning (VAR078) is divided by the number of respondents returning ratings of the department (VAR079). The resulting value represents the extent to which the police participate in cooperative planning (E5.3.4).

DATA TABULATION PROCEDURES

Data Elements for E5.3.4 are derived from a questionnaire (see Form 118), which is administered to other criminal justice and local agency officials. The primary question will request agency officials to estimate the extent to which they feel the police department participates in cooperative planning to assure the compatability of objectives and procedures. A response of "very frequently" is scored as a 5, "frequently" is a 4, "when required" is a 3, "seldom" is a 2, and "practically never" is a 1.

PPPM
MEASURE
E5.3.4

Evaluation Form

1. To what extent do you feel the police department participates in cooperative planning with your agency to assure the compatability of objectives and procedures?

> Note: By cooperative planning we mean meetings, joint planning task forces, etc. By compatability of objectives and procedures we mean the degree to which police objectives and procedures do not conflict with those of your agency and supplement them where appropriate.

Very frequently; the police often initiate cooperative planning	Frequently; when requested	When required or necessary	Seldom	Practically never
5	4	3	2	1

Form 118

At the end of the interviewing process, all of the scores will be tallied and entered on the computation worksheet.

USING THE COMPUTATION WORKSHEET

Enter the total of the ratings of police cooperative planning (VAR078) on line 1 of the Computation Worksheet (Form 115). Enter the number of officials who return rating forms (VAR079) on line 2. Divide line 1 by line 2 and enter the result in the box at line 3. This figure (which will vary between 1.0 and 5.0) is the value of E5.3.4, the mean rating of the police department's efforts at cooperative planning.

APPLICABLE PERFORMANCE STANDARDS

1. Internal Trend Effectiveness Measure

   Change in extent....over the last
   - one year period
   - five year period.

2. External Trend Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

3. Internal Norm Effectiveness Measure

   Extent....compared to the average departmental extent over the last ten years.

4. External Norm Effectiveness Measure

   Development of External Measure not meaningful under the circumstances.

PPPM
MEASURE
E5.3.4

COMPUTATION WORKSHEET

SUMMARY OF DATA ELEMENTS	COMPUTATION PROCEDURE
1. Enter the total rating of police cooperative planning (VAR078)..... _____ 2. Enter the number of officials who returned ratings (VAR079)..... _____	3. Divide line 1 by line 2 and enter the result. This is E5.3.4, the extent to which the police engage in cooperative planning with other agencies to ensure compatability of objectives and procedures..... ☐

Form 115

END